

Sales Management

THE MAGAZINE OF

Sales Throws Lifeline to

FLOODED HURRICANE VICTIMS

Turn page for eyewitness report

Black & Decker Sells Management On an Extra Advertising Budget

By Lawrence M. Hughes

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***"We shipped this child's dress
coast-to-coast by United Air Lines
Air Freight for only 14 cents!"***



"Time is all important to our salesmen," says Mr. Fred Rosenau, president of Rosenau Brothers, Inc., Philadelphia, world's largest manufacturer of children's dresses, "and we know we can depend on United Air Freight to get our dresses to them when needed. Then, too, shipment and delivery speed gives us more time here at the plant to incorporate the latest style trends and fabrics. The cost? Surprisingly low—about 14 cents to ship a dress coast-to-coast. All of which is why we use United Air Lines almost exclusively to ship to the West Coast and Hawaii."

United Main Line Airway follows the bustling business belt across the nation. At any point along this strategic route, United can furnish fast connections with other air carriers, truck lines and rail transportation to reach any section of the world. And only United offers Reserved Space Air Freight on all flights—more than 254 Mainliner® flights daily—not only over its own routes, but world-wide through connecting airline agreements.

For speed, dependability and economy, learn the advantages of United Air Lines Air Freight Service. Call the nearest United Representative or write for free booklet, "Industry's Flying Partner." Cargo Sales Dept., United Air Lines, Dept. B-9, 5959 S. Cicero Avenue, Chicago.



***Whatever your product—speed, dependability
and low cost are yours when you ship by United Air Freight***

If This Issue Is Late . . . There's Good Reason

On Monday at 10:42 a.m., August 22, *Sales Management's* printer at East Stroudsburg, Pa., was given 30 seconds to get this terse message through:

"2 DEAD 16 ADDITIONAL OF OUR MEN ARE OUT AND UNACCOUNTED FOR — PROBABLY SOME DEAD. WILL PROBABLY

HAVE A DELAY 48 to 72 HOURS. POWER OUT BUT WILL BE PARTIALLY RESTORED TONIGHT. MOST MEN UNABLE TO REACH PLANT BECAUSE WIPED OUT HOMES, ROADS AND BRIDGES."

Only those of you close to such a disaster can fully comprehend

its devastating effects. But you, as a sales executive, would have been proud of your profession if you could have listened in as *Sales Management's* editors talked with sales chiefs throughout the nation and learned of the urgency and compassion of their efforts to alleviate flooded victims.

Sales Throws Lifeline to

FLOODED HURRICANE VICTIMS

When disaster strikes, no group is quicker to respond to human needs than the people who provide the vital goods and services.

Thousands of victims of the floods brought to Pennsylvania, Connecticut, Massachusetts and Rhode Island by Hurricane Diane will have life-long cause to be grateful to the thousands of companies that somehow found ways to pour tons of needed products into the disaster areas.

There were no price tags attached. There was human misery on an appalling scale, and the business community jumped in to help relieve it —and with monumental generosity.

For example:

When man scrambles off the roof top of his home, to which he flees when the flood comes, and happily discovers he's alive, he may instinctively reach for a smoke. And when it's there, he no more thinks how it got there than he does when his wife picks up a carton at the super market.

So Lewis Gruber, vice-president and general sales manager, P. Lorillard Co., got 45 of his salesmen out into the muck, mud and despair of Pennsylvania, Connecticut, and Massachusetts, distributing Old Gold's and Kent's to rescue workers and flood victims. It was the Kansas City flood of 1951 all over again. Now, as then, police helped salesmen get through to deliver their welcome cigarettes.

A cup of coffee is a national habit. Dixie Cup Co., headquartered in Easton, Pa., near East Stroudsburg, where the greatest loss of life occurred, provided hot coffee in portable insulated tanks—and the cups from which to drink it. Dixie also purchased 25,000 spoons to go with the paper plates it distributed. Supplies were routed through the American National Red Cross, Salvation Army, and the Civil Defense units, which perform the functions of wholesalers and retailers of goods and services during emergencies.

When the tension of immediate danger passes, first aid and health become urgent problems.

Pharmaceutical companies follow storm reports with more than cursory interest. They were prepared to rush supplies to victims of Hurricane Diane, wherever she might veer. But when the floods came, they had urgent calls for anti-typhoid shots and water purification tablets.

The Philadelphia office of Sharp & Dohme, Division of Merck & Co., Inc., was the clearing house for its typhoid vaccines, called back from all parts of the nation. Charles Pyle, director, sales & marketing, instructed his detail men to deliver drugs free of charge to families whose possessions were wiped out.

Abbott Laboratories, North Chicago, Ill., rushed globaline water purification tablets to the disaster areas for distribution through the Red Cross. One tablet disinfects one quart of water. Charles S. Downs, vice-president in charge of public relations and advertising, said, "We don't deserve any credit for supplying these tablets, because we manufacture such large quantities for military use."

First concern of George F. Smith, president, Johnson & Johnson, was to make sure that surgical products in the disaster areas were sanitary and usable. All J & J salesmen in the areas were ordered to check druggists' stocks and to destroy all damaged supplies and to replace them — without charge. Declared Smith, "The sizable loss we may suffer in the replacement program is secondary to the protection of the public and our retailers."

K. C. Towe, president, American Cyanamid Co., offered sufficient free supplies of antibiotics from its Lederle Laboratories and Davis & Geck, Inc., to meet the needs of 600,000 flood victims.

Chas. Pfizer & Co., Inc., Brooklyn, sent a station wagon loaded with drugs to the Allentown, Pa., area. Salesmen in the Hartford, Conn., area—Winsted, Tor-



This was Main Street in Winsted, Conn.

rington, Ansonia, Seymour — were out checking on druggists. They reported 70 stores partially out of commission, and 20 destroyed, at the height of the flood. Damaged stocks are being replaced without charge.

Bufferin and penicillin were shipped by Bristol Laboratories, Inc., subsidiary of Bristol-Myers Co., on the New York Mirror "mercy flight" operated by American Airlines, Inc., to Hartford, the center of the Connecticut flood area. V. H. Freer, Bristol assistant vice-president and assistant sales manager, reports the company has no broad policy on flood-damaged goods, but investigates all cases, and acts with compassion.

The policy of the drug industry appears to be replacement of damaged merchandise without charge. "Most manufacturers whose drugs we distribute," reports H. C. Van Arsdale, vice-president of sales, Smith, Kline & French, Inc., "are very liberal in replacing damaged stocks free of charge."

Eli Lilly & Co. shipped by Air Express 3,500 vials of tetanus and typhoid anti-toxins, which were distributed by McKesson & Robbins, Inc., in New England to the Red Cross. McKesson's divisions stayed open over the week end to provide quinine, water purification tablets, and disinfectants.

J. J. Toohy, general manager, E. R. Squibb Division, Olin Mathieson Chemical Corp., wired secretaries of the pharmaceutical associations in the disaster areas that all damaged Squibb stocks would be replaced on a package-for-package basis without charge. This is the company's traditional disaster policy.

McKesson's president and chairman, George Van Gorder, reaffirmed the policy of replacing damaged stocks without charge. The New Haven Division estimated that 10 McKesson-supplied drug stores were wiped out and 50 seriously damaged. Altogether several hundred druggists would be aided.

Edward Fennell, sales manager, Standard Labs., Inc., subsidiary of Warner-Hudnut, Inc., stood ready to exchange damaged stocks of "Sloan's" Liniment & Balm and other Standard products.

In an emergency, transportation is the heart of the distribution system. Civilians, in the flooded areas, came to love the whirly birds with the same kind of affection demonstrated by soldiers, sailors and airmen rescued by helicopters in Korea. The Sikorsky Aircraft Division, United Aircraft Corp., supplied 12 helicopters manned with test pilots. In four days they rescued 451 people, in addition to ferrying doctors, nurses, Red Cross workers, and critical medical and food supplies.



Photos for SM by Ted Henke, Grocer-Graphic

No flood insurance for his store—a \$100,000 loss at Waterbury, Conn.

Children behave like children, even in the aftermath of a flood which wipes out their mothers' and fathers' possessions. They need entertainment, diversions, "something to do." J. Floyd Smith, director of sales, Burry Biscuit Corp., reports "our salesmen found numerous children wandering around aimlessly." So Smith instructed his men to pack their automobiles with biscuits and take them to emergency shelters for distribution to children.

Before man worries about food, he becomes apprehensive about his supply of drinking water. The people of Waterbury, Conn., were without water—in the midst of their biggest flood. But the local Coca-Cola bottling plant, like Coca-Cola bottlers in Woonsocket, R. I., and Palmerton, Pa., kept its water purification apparatus operating to supply, in Waterbury, drinking water for some 8,000 families daily. In addition, all plants contributed to the relief work their stocks of "Coke," amounting to thousands of 24-bottle cases.

The Borden Company's operating division in Connecticut, Mitchell Dairy Co., filled milk tankers with fresh water for delivery in the stricken area.

Hundreds of food processors were ready to solve the food problem. But Armour and Co. had a big problem itself. The spanking new Armour branch packing house

in Waterbury, Conn., was inundated. W. S. Shafer, vice-president, sales, immediately went from Chicago headquarters to Waterbury. All stocks of meat were condemned. Armour diverted order-filling to its main eastern office in Hartford, Conn.

H. E. Wilson, vice-president in charge of sales, Swift & Co., reports his company was luckier. "All wholesale sales units stocked only a three- or four-day supply," he reports. "Fortunately none of our plants in the East were flooded."

Seabrook Farms Co., according to Harold C. Emerson, vice-president, reported only one frozen food wholesaler in trouble.

Two thousand cases of 46-oz. cans of V-8 were shipped by Campbell Soup Co. to Hartford, Conn., and to the Pennsylvania area for distribution by the Red Cross. Three trucking companies hauled the cases free.

The back-to-work whistle is a welcome sound. "We wish we knew what had happened," declares Bruce A. Dean, vice-president in charge of sales, Chase Brass & Copper Co., in Waterbury, Conn., a subsidiary of Kennecott Copper Co. Dean reports Chase was lucky to have its sales records in a separate building out of the flood crest. Like many residents of Waterbury,

Dean attended the premiere of Paramount Pictures' "The Girl Rush," featuring the hometown Rosalind Russell, on that fateful Thursday night. Little did he realize that soon he would have the 150 people in the home office sales department trying to figure out what products had been shipped before the factory was flooded, what could be shipped immediately, and what work could be transferred to the Cleveland plant. "Our competitors have been wonderful with their offers of help," reports Dean, and "so have our customers."

The ability to deliver post-sale service is a decisive factor in industrial sales engineering. Edwin A. Lane, general purchasing agent, American Brass, found suppliers standing by to help get machinery dug out of the silt, cleaned, and returned to service.

Charles Clarke, sales engineer who services Western Electric Corp., was golfing Saturday when his daughter relayed a message that a special battery was needed to restore telephone service in Hartford, Conn. He rushed to the factory, closed on Saturday, recruited a work crew and completed a battery in process of manufacture, and with police escort rushed it to Hartford.

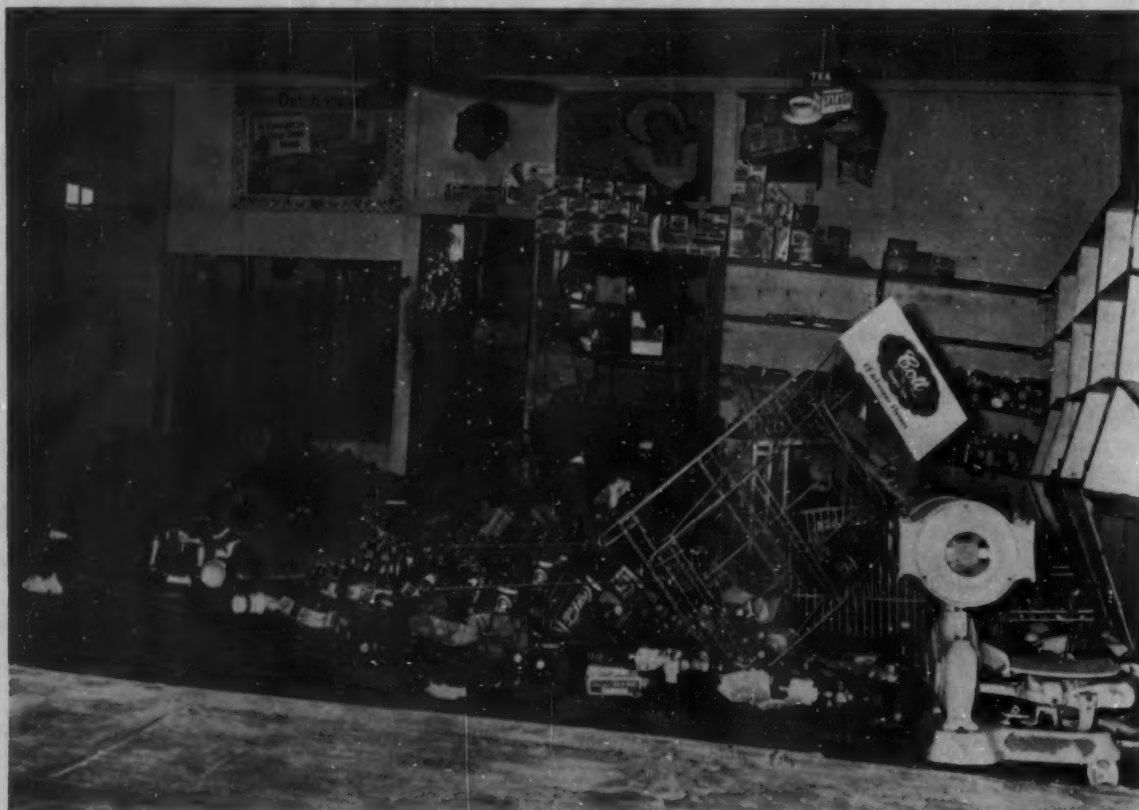
Wholesalers and retailers, wiped out or damaged, will come back to life—many with generous assistance

from suppliers. Fen K. Doscher, vice-president in charge of sales, Lily-Tulip Cup Corp., is considering giving wholesalers credit for 50% of value of shipments made in the 30 days preceding the flood.

Joseph Hoban, vice-president for sales, The B. F. Goodrich Co., mirrors the rubber industry attitude. Under the Goodrich disaster plan established years ago, the company will extend credit, and replace damaged merchandise . . . National Biscuit Co. is sending "full replacement value" to all grocers who lost Nabisco cereals, cookies, crackers, and dog food . . . General Foods Corp. is ready to share with retailers part of their losses.

"When the chips are down," points out G. E. Amerman, vice-president in charge of sales, Cluett, Peabody & Co., Inc., "you can do a lot" for dealers. Amerman called his sales managers on Sunday "to get our men out fast" into the flood areas to find out what the makers of Arrow shirts could do. On credit, "the sky's the limit" under these circumstances.

The disaster reaffirmed the principle on which selling is founded: service. The companies quoted in this report are only a handful of the thousands of firms that went all-out to provide needed products and services.



Coke, 7-Up, Cott's and Nabisco take a beating in Winsted, Conn.

WHY WAS JULY 8TH 1955 A BIG DAY IN McCALL'S HISTORY?

**At the half-way mark in 1955, advertising space orders
already surpass the total space
sold in McCall's in the entire year of 1954!**

On July 8th, 1955, orders for advertising space in McCall's reached a total of 3,162 columns—*greater than the total advertising space sold in McCall's in the entire year of 1954!*

What's more, the advertising orders for 1955 received by July 8th, surpassed in dollar-volume the total advertising revenue of *any full year* in McCall's history.

This is dramatic and exciting proof that more and more advertisers recognize the importance of McCall's, with its 12,000,000 readers, in reaching the woman who is the *buyer* for her family.

Advertisers are aware that McCall's impact on *women who buy* is greater because editorially it is completely contemporary. It reflects *all* of a woman's interests—including her family.

In no other magazine today can an advertiser reach this woman *and her family* with greater effectiveness than in McCall's. Ask your McCall's representative to show you the facts and figures.



McCall's ...in over 4,500,000 homes every month

picture of a man...



... spending
\$7,000,000,000

THE Index of Buying Power in the \$7 billion dollar Fresh Fruit and Vegetable Industry is as simple as ABC—the 16,302 ABC circulation (net paid May 7, 1955 issue) of The Packer—the industry's complete weekly Newspublication.

These growers, shippers, distributors, wholesalers and retailers of fresh fruit and vegetables depend on The Packer for up-to-the-minute news of crops, market conditions, forecasts and new developments in their industry. Regular Packer readers represent better than 85% of the industry's buying power.

The Packer's growing circulation figures are an accurate index, too, of the progress made by this high-buying, ready-spending industry. Right now they indicate that in the past year the number of the top-buying-power leaders has increased by 1,182...better than half a billion dollars in additional buying power for Packer advertisers!

If you have something to sell to any or all parts of the Fresh Fruit and Vegetable Industry... the time is ripe now... and The Packer will deliver your message directly to the men who make the decisions.

THE PACKER

201 Delaware

Kansas City, Mo.

Sales Management

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SEPTEMBER 1, 1955

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Using Advertising as a Sales Tool—

No. 21 of a Series

CANCO Sizes Up Soft Drink Market,
Begins Converting Consumers to Cans

Not since the '30's, and the first canned beer, has American Can Co. wooed the consumer so ardently. The reason: Its new MiraCan could conceivably package the 28 billion units of soft drinks "bottled" annually.

By Donald Poinier, Commodity Sales Manager, American Can Co.

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Black & Decker Sells Management on
An Extra Advertising Budget

A lot of handy men may have a Happier Christmas...
And Santa may hitch up some extra reindeer...

By Lawrence M. Hughes, Feature Editor

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Sportsmen Know L. L. Bean,
Master Salesman by Mail

83-year-old Bean was in his 40's before he quit tramping the Maine woods, always for fun and the few dollars he could earn, to set up a store that now sells \$2 million worth of sporting equipment yearly, 78% of it by mail.

By L. L. Bean, Founder, President and Sales Manager, L. L. Bean, Inc.

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Six divisions rotate in host role at Product Parties as employees bring wives for tour of plant, buffet, prizes and talks about what they make, how they make it, who buys it, and what it's used for.

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**Are all
the industries that
need your products
using them?**

Unless you know what's happening on drawing boards, in labs and product development throughout the nation it is impossible to foresee where new uses and new users will spring up.

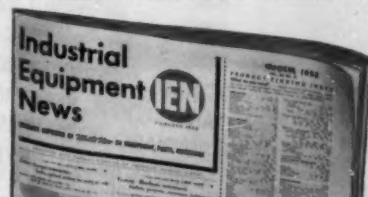
Production changes and diversification resulting in new needs for equipment, parts and materials are creating new, hidden markets in thousands of plants. 65,000 selectors of products are examining Industrial Equipment News monthly to find the answers to their new requirements.

Why not meet them halfway with the news of your products by means of editorial releases and advertising? We welcome and publish descriptions of all important new industrial products without charge as a service to our readers. For \$150 to \$160 per month you can carry on the sales promotion of your products in every industry there is... all 452 subdivisions of the 20 basic ones... and achieve a degree of penetration comparable to that of some vertical papers. This figures out to cost you only 32-1/5¢ to 35-2/5¢ per market. Surely you can sell ONE of them.

You do not have to look for these new users because they are looking... actively... every month... for products like yours.

Industrial Equipment News is so effective in selling because it is so extensively used for buying.

Details? ... Send for complete DATA FILE



NBP

461 Eighth Avenue, New York 1, N. Y.

BPA

... Affiliated with Thomas Register

IT TAKES 146 MOTOR FREIGHT LINES



to move merchandise
"IN" and "OUT" of Peoria...

But

When it Comes to **COVERAGE**
ONE does it in **PEORIA**

The Peoria Journal Star effectively penetrates the rich 13-county PEORIArea... Metro. Peoria daily circulation ratio-to-homes... 98.3%.

PEORIA JOURNAL STAR

Daily net paid 100,000 plus

Represented Nationally by WARD-GRIFFITH CO., Inc.

PEORIA *First in Illinois* EXCEPT CHICAGO



No wonder builders say
their top magazine is
Better Homes & Gardens!



TELEGRAM FROM: Ken Stowell,
Wichita, Kansas

"BETTER HOMES AND GARDENS,
MEREDITH PUBLISHING COMPANY
PARTICIPATION IN BETTER HOMES
AND GARDENS PROMOTIONS HAS
EACH YEAR RESULTED IN PRESTIGE
AND SALES THAT WOULD HAVE
TAKEN YEARS TO ACQUIRE THROUGH
ANY OTHER MEDIUM. I LOOK
FORWARD WITH ENTHUSIASM TO
CONTACTS TO BE MADE IN THE
1955 IDEA HOME PROGRAM."

Be sure to see BH&G spread on Page 78



EXECUTIVE OFFICES, 386 Fourth Avenue
New York 16, N. Y. LEXINGTON 2-1760

EDITORIAL

EDITOR.....Philip Salisbury
EXECUTIVE EDITOR.....A. R. Hahn
MANAGING EDITOR.....John H. Caldwell
FEATURE EDITOR.....Lawrence M. Hughes
ASST. MANAGING EDITOR Robert C. Nicholson
SENIOR ASSOCIATE EDITOR.....Alice B. Ecke
ASSOCIATE EDITOR.....Harry Woodward
CHICAGO EDITOR.....David J. Atchison
WASHINGTON EDITOR.....Jerome Shoenfeld
DIRECTOR OF RESEARCH.....Jay M. Gould
ASST. DIRECTOR OF RESEARCH.....Alfred Hong
CONSULTING ECONOMIST.....Peter B. B. Andrews
COVER ARTIST.....Ralph Casterline
COPY EDITOR.....Amy Lee
PRODUCTION MANAGER.....Mary Camp
ASST. PRODUCTION MANAGERS
Aileen Weisburgh, Virginia New
READERS' SERVICE BUREAU.....H. M. Howard
EDITORIAL ASSISTANTS.....Ingrid Larson
Ann Di Lella

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EXECUTIVE VICE-PRES.....John W. Hartman
ASST. TO EXEC. V.P.....Caroline Cioffi
SALES PROMOTION MGR.....Philip L. Patterson
ADVERTISING SERVICES

MANAGER.....Madeline Singleton
RECORDS & RESEARCH.....Ellen Knauff
PRODUCTION.....Patricia Simon
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NEW YORK 16, N. Y. (386 Fourth Avenue;
LEXINGTON 2-1760): W. E. Dunsby, Wm.
McClenaghan, Randy Brown, Jr., Gerald
T. O'Brien, Gordon F. Brins.
CHICAGO 1, ILL. (333 N. Michigan Avenue,
State 2-1266): C. E. Lovejoy, Jr., W. J.
Carmichael, Thomas S. Turner.
SANTA BARBARA, CALIF. (15 East de la
Guerra, P. O. Box 419; Woodland 23612):
Warwick S. Carpenter.

SUBSCRIPTIONS

DIRECTOR.....R. E. Smallwood
ASSISTANT DIRECTOR.....Edward S. Hoffman
SUBSCRIPTION MANAGER.....C. V. Kohl
\$8 a year; Canada, \$9.00; Foreign \$15.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
editorial and production office: 1200 Land Title
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Manager; Robert Letwin, Editor.

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GENERAL MANAGER.....Philip Salisbury
EXECUTIVE VICE-PRES.....John W. Hartman
TREASURER.....Edward Lyman Bill
VICE PRESIDENTS.....C. E. Lovejoy, Jr.,
W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorporated
PROGRESS, is published semi-monthly on the first
and fifteenth except in May, September and
November when it is published on the first, tenth
and twentieth. Affiliated with Bill Brothers
Publishing Corp. Entered as second class matter
May 27, 1942 at the Post Office, East Stroudsburg,
Pa., under the act of March 3, 1879. Publication
(printing) offices, 34 North Crystal St., East
Stroudsburg, Pa. Address mail to New York office.
Copyright September 1, 1955 by Sales Management,
Inc.

Member



September 1, 1955 Volume 75 No. 5

BBDO *Newsletter*

- 1 Bride Bonanza
- 2 Brainstorming
- 3 Traditionally New
- 4 Tailor-Made



① **The Bride's House** of 1955, selected by *Guide for the Bride*, was a U. S. Steel Home. Around it, Steel built a major promotion: color ads in *Life* and *Guide for the Bride*, network TV and local radio and newspaper advertising. This was supported by 30 pages of editorial matter and 80 pages of tie-in advertising. 2,000 U. S. Steel Homes were sold in 45 days, 25 million dollars' worth! By BBDO Pittsburgh.



② **Each week** about 200 merchandising and promotional ideas are produced by BBDO's Brainstorming Panels. Almost every day at least one group devotes the lunch hour to thinking up *extra* ideas that might be of help on some client's marketing problem. In fast-moving sessions, no idea is criticized or evaluated. Screening follows. Group ideation is also practiced by Copy, TV, Publicity Departments.



③ **For years**, modern and traditional silverware designs have gone their separate ways. The twain meet this fall, however, in Oneida Ltd.'s Community pattern "Twilight." The theme: "A brilliant new pattern breaks across the boundaries of both modern and traditional." Introducing "Twilight" are color pages in *Life*, *Seventeen*, *Ladies' Home Journal*, *Woman's Home Companion*; TV's *Home show*.



④ **Taste**—especially good taste—varies. That's why Hart Schaffner & Marx tailors its famous Trend model in such a variety of colors, fabrics and weaves. By the same token, advertisements for Trend styling must be tailored for specific garments and publications. These campaigns were hand-tailored by BBDO Chicago to suit the male readers of *Life*, *Time*, *The New Yorker* and *The Saturday Evening Post*.

BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising

NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH • MINNEAPOLIS • SAN FRANCISCO • SEATTLE • HOLLYWOOD • LOS ANGELES • DETROIT • DALLAS • ATLANTA

FIRST among news m directed to busin

TOTAL PAGES OF BUSINESS AND INDUSTRIAL ADVERTISING IN NEWS AND MANAGEMENT MAGAZINES—FIRST HALF 1955

BUSINESS WEEK	2,628.84
U.S. NEWS & WORLD REPORT	1,225.92
NEWSWEEK	973.43
TIME	941.74
FORTUNE	701.25
NATION'S BUSINESS	212.14

COMMUNICATIONS & PUBLIC UTILITIES

First Half 1955	Pages
USNAWR	76.33
BUSINESS WEEK	76.03
NEWSWEEK	64.39
TIME	60.70
NATION'S BUSINESS	22.00
FORTUNE	18.50

INDUSTRIAL MACHINERY, FIXTURES & ACCESSORIES

First Half 1955	Pages
BUSINESS WEEK	672.71
USNAWR	146.76
NEWSWEEK	155.88
TIME	133.78
FORTUNE	127.75
NATION'S BUSINESS	7.83

RAILROAD—FREIGHT

First Half 1955	Pages
USNAWR	87.54
BUSINESS WEEK	27.55
NEWSWEEK	23.39
TIME	17.35
NATION'S BUSINESS	7.33
FORTUNE	1.25

OFFICE MACHINES, FURNITURE & ACCESSORIES

First Half 1955	Pages
BUSINESS WEEK	268.96
USNAWR	155.07
NEWSWEEK	135.95
TIME	126.38
FORTUNE	105.50
NATION'S BUSINESS	70.21

Top 15 magazines in total advertising PAGES

Full Year 1954	Pages	First Half 1955	Pages
1st BUSINESS WEEK	5,468.56	1st BUSINESS WEEK	2,776.90
2nd LIFE	4,196.72	2nd LIFE	2,228.32
3rd NEW YORKER	4,186.16	3rd NEW YORKER	2,036.84
4th SATURDAY EVENING POST	3,687.18	4th SATURDAY EVENING POST	1,867.63
5th TIME	3,268.22	5th TIME	1,660.50
6th NEWSWEEK	2,819.47	6th USNAWR	1,507.44
7th USNAWR	2,460.46	7th NEWSWEEK	1,468.11
8th VOGUE	1,697.21	8th POPULAR MECHANICS	861.07
9th POPULAR MECHANICS	1,689.69	9th BETTER HOMES & GARDENS	850.63
10th FORTUNE	1,673.00	10th SUNSET	797.62

11th, Sunset—1,590.07 pages;
12th, Popular Science—1,510.52
pages; 13th, Better Homes &
Gardens—1,488.64 pages; 14th,
Look—1,480.89 pages; 15th,
House Beautiful—1,448.14 pages.

11th, Fortune—789.00 pages;
12th, Vogue—776.80 pages; 13th,
Look—727.83 pages; 14th, Good
Housekeeping—696.16 pages;
15th, House Beautiful—
669.02 pages.

Top 15 magazines in page GAINS

Full Year 1954 vs. 1953	Page Gain	First Half 1955 vs. 1954	Page Gain
1st NEW YORKER	215.38	1st USNAWR	100.26
2nd USNAWR	100.51	2nd CHARM	131.79
3rd SUNSET	72.88	3rd NEW YORKER	107.66
4th FORBES	69.28	4th LIFE	90.37
5th HARPER'S MAGAZINE	40.52	5th MADEMOISELLE	87.80
6th FAMILY CIRCLE	34.72	6th ESQUIRE	71.37
7th FIELD & STREAM	32.93	7th LADIES' HOME JOURNAL	61.04
8th OUTDOOR LIFE	32.05	8th EBONY	58.83
9th HILLMAN WOMEN'S GROUP	29.68	9th FORBES	53.83
10th GMT	25.63	10th LIVING FOR YOUNG HOMEMAKERS	42.60

11th, American Girl—24.64 page
gain; 12th, Small Homes Guide—
24.31 page gain; 13th, Scholastic
Magazines—22.98 page gain; 14th,
Household—20.87 page gain;
15th, Movie Life—20.76 page gain.

11th, Glamour—42.08 page gain;
12th, Newsweek—41.53 page
gain; 13th, Seventeen—41.08 page
gain; 14th, McCall's—39.67 page
gain; 15th, True Story—38.97
page gain.

America's Class News Magazine

A MARKET NOT DUPLICATED BY ANY OTHER MAGAZINE IN THE

SALES MANAGEMENT

Magazines in advertising business and industry

GASOLINE, LUBRICANTS & OTHER FUELS

First Half 1955	Pages
BUSINESS WEEK	60.00
USN&WR	49.00
NEWSWEEK	30.69
TIME	29.65
NATION'S BUSINESS	4.00
FORTUNE	3.00

FINANCIAL

First Half 1955	Pages
USN&WR	89.70
BUSINESS WEEK	66.04
TIME	48.97
NEWSWEEK	46.82
FORTUNE	16.25
NATION'S BUSINESS	3.41

AIRLINES—FREIGHT

First Half 1955	Pages
BUSINESS WEEK	28.94
USN&WR	37.61
NEWSWEEK	11.33
TIME	11.33
FORTUNE	—
NATION'S BUSINESS	—

AVIATION, AVIATION ACCESSORIES & EQUIPMENT

First Half 1955	Pages
USN&WR	76.66
NEWSWEEK	66.66
TIME	59.32
FORTUNE	16.00
BUSINESS WEEK	8.37
NATION'S BUSINESS	—

Note: All advertising page figures based on Publishers Information Bureau records for the first 26 issues of weeklies, the first 13 issues of bi-weeklies and the first six issues of monthlies.

BUILDING MATERIALS

First Half 1955	Pages
BUSINESS WEEK	111.30
USN&WR	79.01
NEWSWEEK	17.34
TIME	16.66
FORTUNE	9.00
NATION'S BUSINESS	5.00

MANUFACTURERS' MATERIALS & SUPPLIES

First Half 1955	Pages
BUSINESS WEEK	743.28
USN&WR	261.64
TIME	193.19
NEWSWEEK	167.74
FORTUNE	157.75
NATION'S BUSINESS	8.00

MAGAZINES, NEWSPAPERS & OTHER MEDIA

First Half 1955	Pages
USN&WR	100.41
BUSINESS WEEK	29.86
TIME	24.02
NEWSWEEK	18.16
FORTUNE	10.50
NATION'S BUSINESS	2.08

And first in GAINS — all along the line

"U.S. NEWS & WORLD REPORT" first in page gains among all six news and management magazines in:

TOTAL BUSINESS AND INDUSTRIAL ADVERTISING

COMMUNICATIONS & PUBLIC UTILITIES
MANUFACTURERS' MATERIALS & SUPPLIES
AVIATION, AVIATION ACCESSORIES & EQUIPMENT
ENGINEERING & PROFESSIONAL SERVICES
OFFICE EQUIPMENT, STATIONERY & WRITING SUPPLIES
INDUSTRIAL MATERIALS
BUILDING MATERIALS, EQUIPMENT & FIXTURES
FREIGHT TRANSPORTATION
GASOLINE, LUBRICANTS & OTHER FUELS

TOTAL ADVERTISING PAGES

Setting the pace in consumer advertising page gains, too

Among the three news magazines, "U.S. NEWS & WORLD REPORT" is the only one to more than double its consumer advertising pages in the past five years, and the only one to show gains year after year. In the five year period, it has shown the greatest gains in its field in such important consumer categories as Passenger Cars, Passenger Transportation, Hotels and Resorts, Airlines, Life Insurance, and Railroads.



Now more than 725,000 net paid circulation

The trend is plain. Whether selling to important people in business and industry, or to high-income families who buy much and buy best, "U.S. NEWS & WORLD REPORT" is today's best, and fastest growing, advertising medium. For specific information in your field, ask our advertising office at 30 Rockefeller Plaza, New York 20, N. Y. Other offices in Boston, Philadelphia, Cleveland, Detroit, Chicago, St. Louis, San Francisco, Los Angeles and Washington.

FIELD

SEPTEMBER 1, 1955

AMONG ALL
NEW JERSEY
CITIES WITH
POPULATIONS
OVER
100,000
Passaic-Clifton
RANKS FIRST
IN
PER CAPITA
INCOME ...
\$236 HIGHER
THAN THE
NATIONAL
AVERAGE

THE HERALD-NEWS of Passaic-Clifton

New York General Advertising Office
18 East 41st Street, New York 17

JAMES J. TODD, Manager

LETTERS TO THE EDITORS

MARKETING—IN 10 WORDS

EDITOR, SALES MANAGEMENT:

"Don't Call Me Sales Manager" (SM, Aug. 1, p. 62) is very good. *Orders* are as much or more the result of buying as they are of selling. Marketing is getting buyers to buy and sellers to sell.

Chauncey L. Williams

F. W. Dodge Corp.
New York, N. Y.

HE DOES "TOP DRAWER" RESEARCH

EDITOR, SALES MANAGEMENT:

For the fourth time in the last couple of days we've encountered the descriptive phrase "top drawer." An advertisement seeks a "top drawer" executive. Luncheon table speculation revolved around "top drawer accounts." . . . It seems to signify something quite important although a bit obscure. We are about to conduct a modest research project on top drawers—beginning with the one in our desk.

We cautiously pull open a center drawer a few inches . . . In the front trough are pencils, paper clips and rubber bands joyously intermixed. But little strangers are there, too. A mysterious brass fitting, origin unknown, lies alongside an "Honorary Game Warden" badge. A nail file nuzzles an old razor blade. Confectionery including half a stick of gum and two Life Savers looks unappetizingly shopworn. Underneath all is a layer of residue—tobacco crumbs and eraser crumbs and just dust.

Immediately back of the trough begins no man's land, a welter of paper that suggests the nest of an insomniac mouse . . . cards of business callers, cards with calendars (1947), cards with last year's baseball schedule . . . newspaper clippings, crumpled and unreadable . . . a sheaf of unused deckle-edge envelopes remind us of the rush call for envelope samples hurried to us by special messenger several months ago.

Rolling our chair further back we draw the drawer out to its fullest length. There, dust-covered, are items long lost through having been so carefully tucked into that musty recess for safe-keeping—a draft of a speech . . . tax bill receipts we were sure were at home . . . a bundle of Kipling letters with their dire prophecies by now proved right or wrong and an auto insurance policy on a long since traded-in car.

In the farthest corner, secreted heaven knows why, is a bulky envelope containing an old summer necktie. We close the drawer with a sigh and dwindling respect for that proud phrase, "top drawer."

William A. Arter

Creative Director
Byer & Bowman Advertising Agency
Columbus, O.

NO FURY LIKE A WOMAN SCORED?

EDITOR, SALES MANAGEMENT:

I want to congratulate you for printing the article, "How to Help Your Husband Be More Successful" (SM, July 1, p. 28). I, as an enthusiastic, understanding wife, have always tried very hard to learn and help my husband in every way. Too, in his capacity as southern sales manager (Remyx, Field & Co., Inc., New York, N. Y.), he hires and trains salesmen. We feel it has been very profitable and important to encourage, teach and keep other wives on their toes with respect to their husbands' business—which is selling mutual funds, an intangible . . .

Now on this rating chart printed with the article, it appeared to me that if you scored 70-80 or 60-70 you were being somewhat ridiculed. Personally, as one who does work hand in hand with my spouse, that "he's a lucky guy?" (question mark) wasn't exactly flattering. Even my husband thought there must be a little irony in that 70-80 and 60-70 score remark.

I hope not too many helpful wives rated themselves too high or they might have had the same reaction as I—"irked." The article itself was wonderful—but oh, that scoring!!! Seriously, we both enjoy your magazine and think it is just loaded with interesting, worth-while articles.

Ann C. Wagner

New Orleans, La.

MIGHT BE A PROSPECT

EDITOR, SALES MANAGEMENT:

I heartily agree with Clarence Clemens' letter in your July 1 issue (p. 6, re "Company Name-Change Means Teamwork," SM, June 1, p. 52). I also feel that every company, no matter how large or how small it may be, would do well to put the company name somewhere in the vicinity of the plant so that when you are passing it by train or on the highway you could later determine just what company made its home at that place.

Kimberly-Clark is not in the sign business either, but in line with Mr. Clemens' criticism my gripe is the same as his.

Russell J. Piltz

Washington Representative
Kimberly-Clark Corp.
Neenah, Wis.

HE SHOULD KNOW

EDITOR, SALES MANAGEMENT:

You have a remarkable story in your July 15 issue about General Foods . . .

Lester W. Hanna

Western Regional Entomologist
Birds Eye Division
General Foods Corp.
Hillsboro, Ore.

(Continued on page 12)

SALES MANAGEMENT



Get **IDEAS—ACTION—AGREEMENT** with a Conference by Long Distance

When time is short and distance long, today's executives meet by telephone.

On a single Long Distance Conference call you can talk things over with people in a number of different cities any distance apart.

You can exchange ideas. Clear up questions. Reach decisions. Get quick action. All in a short time, from your own desk.

Rates are low. A daytime Conference call

connecting Washington, D. C., New Orleans and San Francisco, for example, costs only \$6.00 for the first three minutes and only \$1.25 for each additional minute, both plus 10% federal excise tax.

Try this modern service the next time you want to talk with several business associates. It's fast. Convenient. Personal.

Just tell the Long Distance Operator you want to make a Conference call.

BELL TELEPHONE SYSTEM





PRO

MONITOR, NBC's new radio pattern, showed such tremendous potential that advertisers invested over \$1,500,000 before its premiere.

Now, after 6 weeks of broadcasting, the MONITOR story can be told in hard facts.

MONITOR programming attracts a big cumulative audience... fast! With 15 participations spaced over a weekend, an advertiser reaches 3,670,000 different homes... reaches them at the rate of 367 unduplicated homes per dollar.*

MONITOR gives its sponsors more homes per dollar than any weekend sponsor on the second network. If weekend radio advertisers sponsoring conventional-type programs on the next network were to invest comparable sums in MONITOR, here's what they would get:

more homes for your money on



WEN!

SPONSOR	LENGTH	Current Show on 2nd Network		Same Money Invested in MONITOR	
		COST	DIFF. HOMES REACHED	DIFF. HOMES REACHED	GAIN
A	60 Min.	\$22,800	917,000	4,130,000	350%
B	30 Min.	11,300	1,055,000	3,670,000	248%
C	15 Min.	7,600	1,192,000	3,120,000	165%

This is without counting MONITOR's huge bonus audience listening to car radios and portables. A special Advertest survey of car-riders during the last July weekend showed that more listeners were tuned to NBC than to all other networks combined.

Reach greater audiences with your advertising dollar by switching to radio's future pattern. MONITOR is virtually sold out for the coming Labor Day weekend, but other choice weekend time is still available. Call your NBC Representative today.


*Nielsen Special Report, covering 2 weeks ending June 25.

MONITOR

Exciting things are happening on the



RADIO NETWORK

a service of 

SEPTEMBER 1, 1955



... when the sun
GOES DOWN

... reader interest
GOES UP!

**Evening Newspapers
Provide Advertisers
With the Only Effective Means
For Selling ALL the Cincinnati Market!**

80% of all Cincinnati workers report for work before 8:30 A. M. . . . thus placing a drastic restriction on the size of any daytime radio, television or morning newspaper audience. And the 1950 U. S. Census shows that more than 20% of all married women in this market are employed.

**CINCINNATI'S DOMINANT
EVENING NEWSPAPER IS
THE CINCINNATI TIMES-STAR . . .**

... 1st in General, Automotive and Total Display Advertising

... 1st in City Zone and Hamilton County Circulation



Cincinnati's ABC City Zone and Metropolitan Area are practically synonymous. 98% of the Metropolitan Area population and 5 of every 6 Times-Star readers live in the City Zone.

CINCINNATI TIMES-STAR

GENERAL ADVERTISING REPRESENTATIVES: O'MARA & ORMSBEE
NEW YORK, CHICAGO, DETROIT, SAN FRANCISCO, LOS ANGELES
FLORIDA REPRESENTATIVE: HAL HERMAN, MIAMI BEACH

LETTERS

WHERE'S HOW!

EDITOR, SALES MANAGEMENT:

Your "Lost Sale" Quiz #36 (SM, July 1, p. 43) dealing with the "Short-sighted Snipe," laments the salesman who "doesn't check his prospect's business before he calls."

What is the salesman supposed to do to "check" a prospect's business? Presumably he should ascertain his credit rating. If the sales manager doesn't know this through his credit department, or from Dun & Bradstreet, how does the salesman go about getting wise? He could ask a prospect's banker and be bowed out as a Nosey Parker. He could ask a prospect's competitors and get the whom-have-you-asked-about-my-credit look. He could ask some of the prospect's suppliers but this would involve a considerable amount of time as few might care to give an answer in writing . . .

With a well-planned presentation of the product or service, a salesman can soon discover if he has anything to offer that will serve the prospect as a profit-builder, a costs-reducer, or a time-saver . . . But no amount of sleuthing, probing, or inspired guessing prior to making one or more preliminary calls will give him all he wants to know . . . The books tell the salesman what he *should* know, but won't some pundit please arise and tell him *how* he can acquire the complete knowledge—that is, if it must be acquired before he starts ringing doorbells and asking for orders?

John L. Love

Contributing Editor
Marketing
Toronto, Can.

SM TEACHES THE TEACHERS

EDITOR, SALES MANAGEMENT:

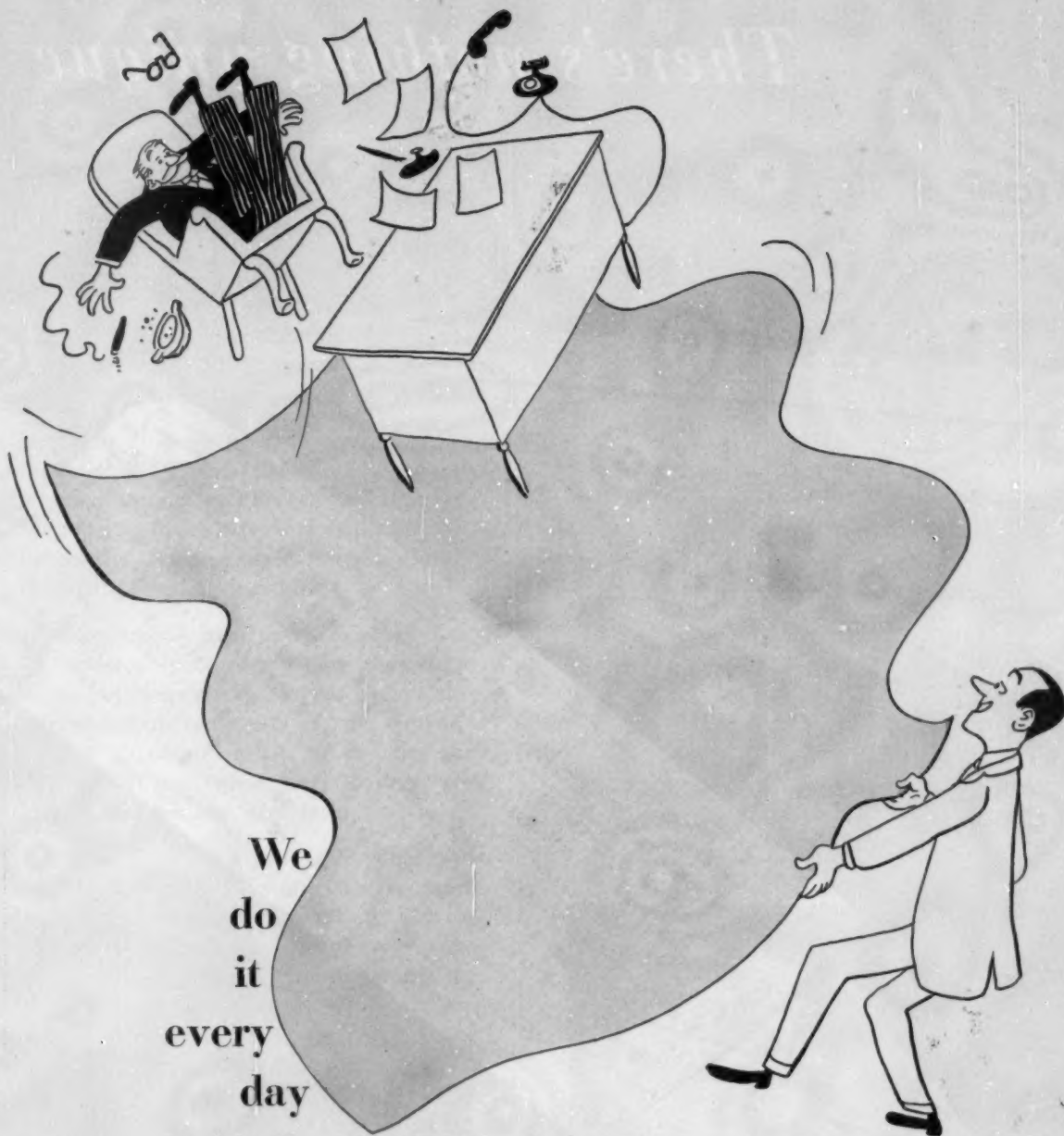
SALES MANAGEMENT's 1955 *Survey of Buying Power* and the map of the United States showing purchases by counties were displayed before a group of 60 high school teachers at the Mississippi Economic Workshop at the University of Mississippi. They were very well received and I am fairly certain that this was the first time the group had realized that there is a vast amount of information available on the consumer. I am sure that they were impressed by the fine research job being done by your magazine.

The materials are now being pressed into service in connection with our courses in marketing, advertising and sales management. They are being most profitably used and we do appreciate your interest and thoughtfulness in making them available to us.

R. C. Weems, Jr.

Dean, School of Business and Industry
Mississippi State College
State College, Miss.

SALES MANAGEMENT



We
do
it
every
day

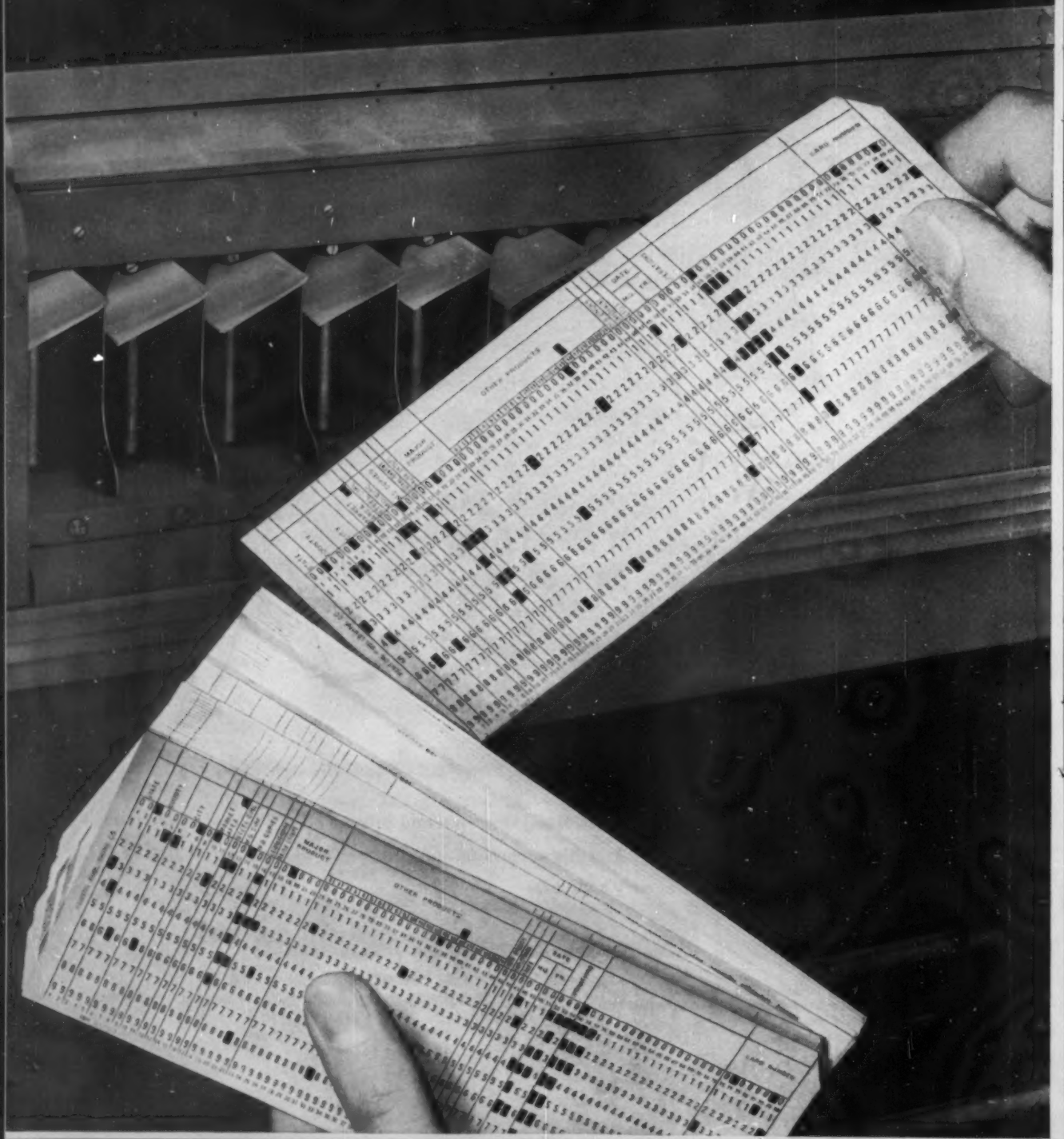
Pulling the rug out from under the established concepts and preconceived ideas of advertising is healthy exercise for any agency. And it's surprising (*or maybe it isn't*) how often it results in better advertising for that agency's clients.

Young & Rubicam, Inc.

Advertising • New York • Chicago • Detroit • San Francisco • Los Angeles • Hollywood • Montreal • Toronto • Mexico City • London

SEPTEMBER 1, 1955

There's nothing unique



... about punched cards

Collecting market data on punched cards is not unusual today.

Using these cards as we do to match industrial publication coverage to the number of worthwhile establishments is unusual.

Reporting coverage figures to advertisers on the Standard Industrial Classification* (S.I.C.) basis was distinctly a PENTON development. We are glad to see that more and more publishers are swinging over to this modern method of circulation analysis.

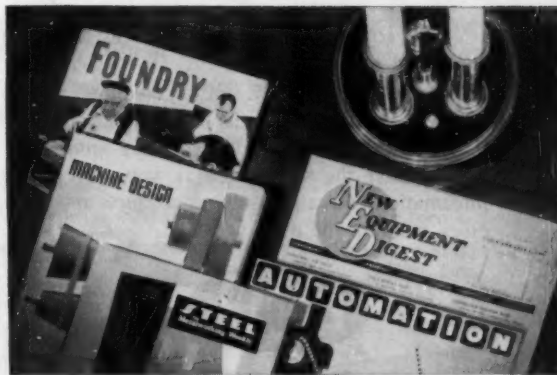
Plant counts will some day be required from all industrial publishers. Many progressive media buyers request them now. Without this information the advertiser is "flying blind" because he has no means of checking the number of worthwhile units covered (or missed) by a business magazine.

When you're using a PENTON publication you know how many worthwhile units are reached. Coverage reported on the S.I.C. basis enables you to measure it in relation to the total number of units. You can evaluate the proportion of the market buying power you are reaching, because information on size or type of establishments is also reported.

The ability to buy coverage in this modern way is just one of the extra values you get when it's a PENTON publication.

*All manufacturers use this system in reporting to the U. S. Bureau of the Census.

*... but there is
about the way
PENTON
uses them*



the **P E N T O N**

Publishing Company

PENTON BUILDING • CLEVELAND 13, OHIO



“Business Publications save money and make money”

says **FRANK M. FOLSOM**, President, **RADIO CORPORATION OF AMERICA**

“Regardless of title,” Mr. Folsom continues, “every business executive has the same job: *To make decisions that save money—and make money.*”

“To make the *right* decisions, you need all the information you can get—about products and processes, markets and men.

“That’s why we *read* business publications so carefully—advertisements, as well as articles. They keep us posted.”

Business publications are a management tool. They’re read for *useful, timely information*. It’s no wonder advertisers find business publications provide a direct sales route for any product or service of benefit to business or professional men.

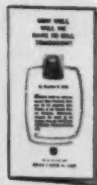


NATIONAL BUSINESS PUBLICATIONS, INC. 1413 K Street, N. W., Washington 5, D. C. • Sterling 3-7535

The national association of publishers of 173 technical, professional, scientific, industrial, merchandising and marketing magazines, having a combined circulation of 4,098,937 . . . audited by either the Audit Bureau of Circulations or Business Publications Audit of Circulation, Inc. . . . serving and promoting the Business Press of America . . . bringing thousands of pages of specialized know-how and advertising to the men who make

decisions in the businesses, industries, sciences and professions . . . pin-pointing the market of your choice.

Write for list of NPB publications and “Here’s How” booklet, “How Well Will We Have to Sell Tomorrow?”, by Ralston B. Reid, Advertising & Sales Promotion Manager, Apparatus Sales Division, General Electric Company, Schenectady, N. Y.



what happens after your advertisement



N.E.D.
TELLS YOU IN
THIS NEW
COMPREHENSIVE
STUDY...

is read ?

How do you measure the effectiveness of your advertising? Readership Studies? Tests? Research? They're all fine as far as they go, but isn't this the question you really want answered—what kind of **SALES ACTION** does your advertising create? That's the acid test of the worth of your advertising dollars.

Just off the press is a timely and impressive report of advertising effectiveness you'll want to see... proven records of the immediate *sales action* N.E.D. stimulates in 42,800 plants across the nation.

It's the most comprehensive report of its kind ever published. Four years' penetrating study of N.E.D.'s sales-stimulating performance is factually presented on a city, county and nation-wide basis in terms of actual sales results.

This new brochure verifies the value of N.E.D. to advertisers on the only basis that counts—**SALES ACTION**. Put this information at your fingertips for present and future planning sessions. Write or phone now for a copy of "Pattern for Sales Action".

over 70,000 COPIES
(Total Distribution)

210,000 READERS
in over 42,800 PLANTS

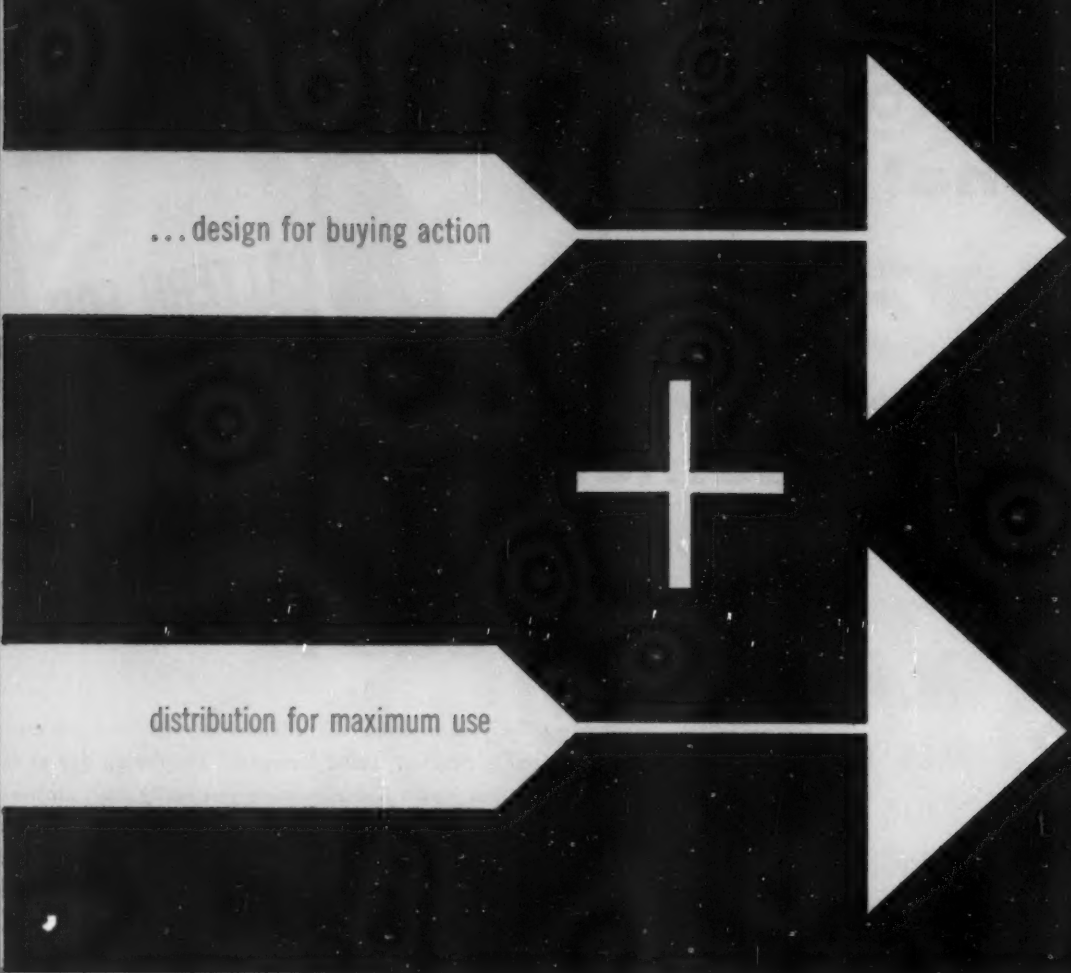
A PENTON PUBLICATION



1213 West Third Street,
Cleveland 13, Ohio



SEPTEMBER 1, 1955



... design for buying action

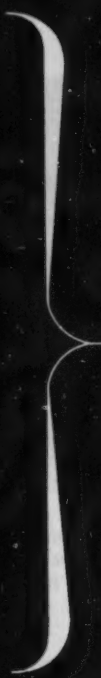
distribution for maximum use

Sweet's designs catalogs for buying action. Sweet's will design your catalog to get the buying action you want — invitations for your representatives to call, requests for more specific engineering and application data, or specifications for your product.

Sweet's distributes catalogs for maximum use. The Sweet's method will get your catalog where you want it to be and keep it on the job — give you selective coverage of all good potential customers, eliminate wasteful distribution, and give you the tremendous advantage of being on the spot during preliminary stages of buying when buyers start their quest for a supplier.



effective catalog performance



Six Sweet's Catalog Files [Product Design, Plant Engineering, Machine Tool, Industrial Construction, Architectural, Light Construction] sent annually to key buying factors in each of these markets, give you the opportunity for specialization in the design of your catalogs, and selectivity in their distribution — also the assurance that your catalogs will be kept and used whenever information on your product is needed. If you'd like more information, call our office in Atlanta, Boston, Buffalo, Chicago, Cincinnati, Cleveland, Dallas, Detroit, Los Angeles, New York, Philadelphia, Pittsburgh, St. Louis, San Francisco — Sweet's Catalog Service [a division of F. W. Dodge Corporation] — "50 years of service to industry"



The magic evolution of radiation—
controlled by the radio tube—
has entered its third great epoch.

EARS!

*First came the audio stage,
expressed in radio:
signal, human voice and
glorious fidelity in music*

EYES!

*Second; video in television,
even now changing to
soul satisfying color.*

BRAINS!

*And now comes the era of
the electronic computer—
the signal that is detected,
stored (remembered, if you wish)
totalled and graphed;
solving problems too staggering
and monotonous for the human
mind.*

The electronic computer's base component is the radio tube. Its design and production is the brilliant product of the radio engineer. Advances in the computer, which soon will be as commonly used as the typewriter and adding machine, have been aided by "history making issues" of "Proceedings of the I·R·E".

The era of the electronic computer opens a vast new manufacturing market. The surest and most economical way to sell to it is by reaching the minds of men who design and make computers—radio and electronic engineers. "Proceedings of the I·R·E" puts your selling message monthly before the "thinking and doing" engineers in the fabulous, fast-moving radio-electronic industry. Circulation 41,625 (ABC).

**Engineers are educated
to specify and buy!**



Published by
THE INSTITUTE OF RADIO ENGINEERS
Advertising Department
1475 Broadway, New York 36, N. Y.
Dilyent 9-7530

THE HUMAN SIDE



THE WINNER'S SMILE . . . belong to Tang, a collie, who has a penchant for rescuing kids from the pathway of automobiles. He won Ken-L Products Dog Hero award. That's his master, Air Force Captain Maurice L. Dyer, his playmate, Mark Dyer and Frank R. Warton, Ken-L v-p (left).

Things Are Going to the Dogs: They're Even Getting Awards

Naturally the dog you own—or the dog which owns you—is the nation's outstanding example of canine intelligence, personality and wiliness. But, unless he's also a hero, he probably is out of the running in the current search for the country's outstanding dog, by Ken-L Products Division of The Quaker Oats Company.

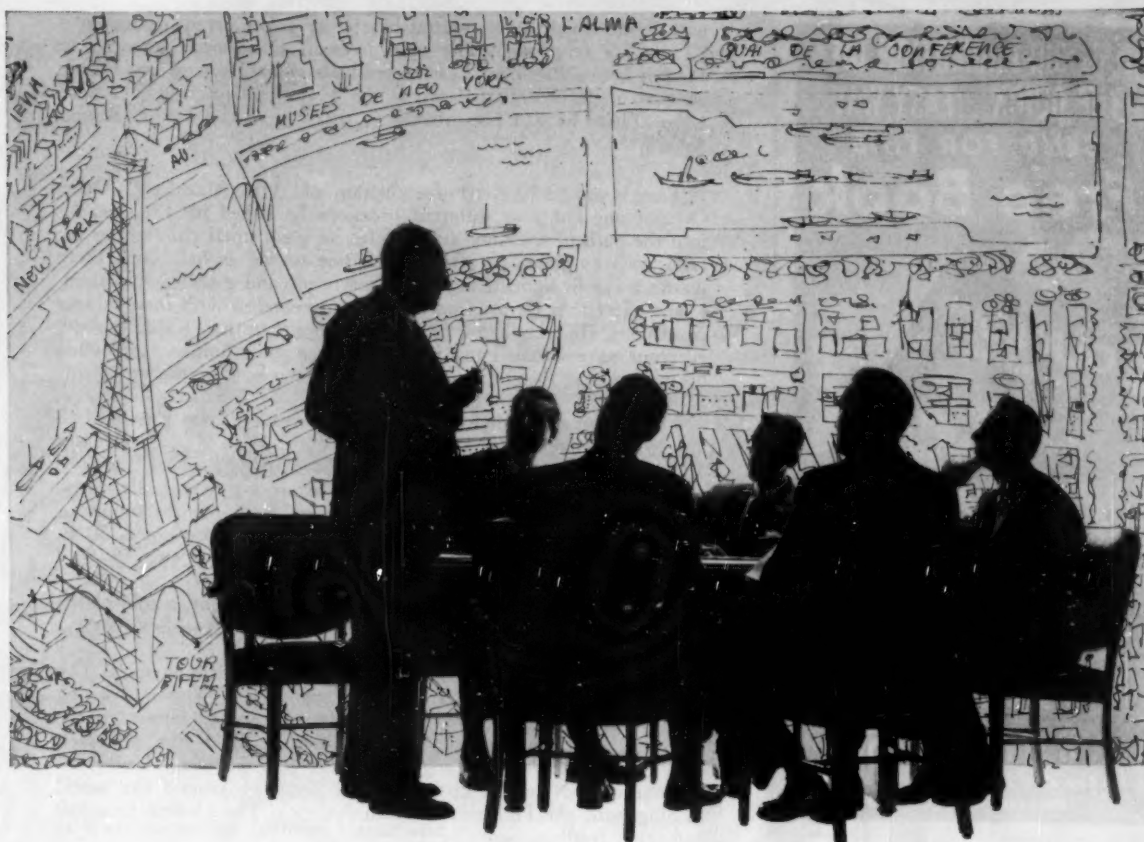
The contest is wagging right along as we write. More than 30 states have dog heroes eligible for this, the second annual national award to be made by Ken-L. These dogs have the right to compete for the top canine citation by having first won local Ken-L Ration dog hero awards. Once a dog—mutt or champion—is proclaimed a hero he's got a leg up on the national award!

For four years Ken-L has been decorating dog heroes—on a local level. Local heroes—and some of them have performed remarkable feats of bravery—are found through stories in newspapers. But local pride being what it is, reporters often have made greater heroes of the dogs than the facts bear out. So says a Quaker Oats executive. This being the case the company goes through such a rigorous examination of all possible winners that a dog who comes out legitimate must be as happy as if he'd been given a pass key to a bone factory. Once he's passed muster the local mayor or chief-of-police makes the award—with a can of Ken-L Ration tossed in so the dog will feel it was worth his time. District sales managers for Ken-L Ration products stand by—as if you didn't know.

"The local dog hero award has been a good-will venture for Ken-L Ration," said a company spokesman. This gentlemen admits he doesn't know what the winning dogs eat to make their conduct so heroic.

This year the company expects to have around 65 canine heroes who are dropping everything—fire hydrants, treed cats and a toothsome bone or two—to compete. A jury of distinguished dog lovers

SALES MANAGEMENT



For your next Board Meeting— *should you, too, consider Paris?*

The Board of Directors of a leading U.S. corporation met in Paris this spring. They didn't go for Longchamps, or even to be in Paris in the Springtime.

This was their way of dramatizing the company's growing international commitments—and their faith in the current dynamic expansion of international trade.

More and more U.S. businesses, large and small, are participating in the huge new markets overseas. For instance:

A business-machine maker now finds 20% of its 169-million-dollar sales overseas— A razor-blade maker now finds 50% of its 141-million-dollar sales overseas—

The 165 million people in the U.S. make up only about 9.9% of the people in world markets now open

to normal U.S. trade. This means almost limitless opportunity among one-and-a-half billion people to expand our markets abroad.

The J. Walter Thompson Company has long believed that you can get maximum results in these overseas markets only by on-the-ground operations.

That's why we first opened our London office 56 years ago—and have since opened 22 offices in overseas markets where it was obvious that the greatest opportunities lay. We have been in India for 26 years; in South Africa for 27 years; in South America for 26.

In virtually every major international market, ours is the largest advertising business in the country. For instance: Ours is the largest advertising agency in London. Our office there has 485 people. In Australia, we have an aggregate of 210; in India, 271.

You may be interested in overseas markets now. Or in a study of their potentialities for the future. In either case—we believe our experience and on-the-ground facilities in every major free market of the world are something which you would like to explore. Write: J. Walter Thompson Company, 59B, 420 Lexington Avenue, New York 17, New York.

J. WALTER THOMPSON COMPANY

New York, Chicago, Detroit, San Francisco, Los Angeles, Washington, D.C., Miami, Montreal, Toronto, Mexico City, Buenos Aires, Montevideo, São Paulo, Rio de Janeiro, Santiago (Chile), London, Paris, Antwerp, Frankfurt, Milan, Johannesburg, Cape Town, Bombay, Calcutta, New Delhi, Sydney, Melbourne

GET THE **BIG PROMOTION IDEA**
THE **QUICK... EASY WAY**
SEND FOR THIS
Free Book



It's crammed full of new selling "gimmicks" for king size impact and pint size budgets.

HOLLYWOOD BANNERS

116 East 32nd Street, New York 16, N. Y.
Telephone: ORegon 9-4790

**THINGS
CAN
ALWAYS
BE
BETTER!**



Banging your head against a wall won't solve sales problems.

Hile-Damroth can help solve your problems with visual communication (films, flipovers, booklets, etc.) depending on the goal you want to reach. No matter what your objective — we will take the complete job off your hands. Our service covers every phase from field research through final production. Our clients are in heavy industry, producers of consumer products, publications, service organizations and the government.

I'd like to see some of your ideas — no obligation.

Name

Company

Address City



HILE-DAMROTH, INC.
270 Park Ave., New York City

Programs • Plans • Visual Methods for
Sales Presentations, Training and Merchandising

will decide which is the stoutest hearted canine. Current champion is "Tang," a 65-pound collie who lives in Denison, Texas, where another hero—President Eisenhower hails from. He was tossed a big banquet in the Venetian Room of the Morrison Hotel, in Chicago's Loop. There he was presented with the first annual Ken-L Ration Award.

Tang is owned by Air Force Captain and Mrs. Maurice L. Dyer. On not one but *four* different occasions he risked his life, leaping into the path of speeding automobiles, to push small children to the curb. What's more, he pinned each one to the asphalt until there wasn't a car in sight. Tang was interviewed and growled something to the effect that Denison parents sure are careless with their human possessions. He takes better care of his bones than that. Kidding aside, everyone agrees that Tang is smarter than most humans and when his owners brag that he loves children they can back up the statement.

The gold medal, emblematic of Tang's bravery, was presented to him by a Medal of Honor winner of World War II, Fire Captain J. J. McCarthy, of Chicago. Captain McCarthy is also a Lt. Col. in the Marine Corps Reserve. Frank Warton, v-p, Ken-L Products, made the awards to the runners-up who got a six-months supply of dog food—this the dogs could understand. They also got \$250 in bonds—and this their owners could understand.

Tang got a whole year's supply of eats, a gold plaque, a gold-plated leash and collar and a loving pat on his head.

The resultant publicity did no harm to Ken-L Ration sales. The brand name and good will are now synonymous to thousands of dog lovers who took the pains to write complimentary letters to the company. And the publicity was stupendous. Even the newsreels were on hand to record Tang's reactions. (He yawned.) Universal-International Newsreel distributed the sequence around the world to Singapore, the Philippines, South America, The United Kingdom and other far-flung spots.

The Ken-L Ration people had no idea what public reaction would be to the contest and they were pleasantly rocked. After all, everyone—or nearly everyone—loves dogs and babies. In this case the two came in one package. "If the Dog Hero competition continues to be as well received, we'll certainly carry on with it," says Warton.

Letters pour in from dog owners who write, individually, that their dog is a hero, too. Some of the letters are real shaggy dog stories and indicate, to say the least, an elasticity of imagination.

But one guy wants to know if his dog is eligible for an award on account of his bravery-under-fire. Seems Fido bit a process server on the way up the garden walk.

No Loitering Allowed

Most salesmen will tell you that they work eight hours, sleep eight hours and spend eight hours a day waiting in reception rooms. But that's not so for salesmen calling at the Specialty Division of Crown Cork & Seal Co., St. Louis. There, they've got a system!

Each salesman is handed a printed letter as he doffs his hat to the receptionist. It tells him that he will not have to wait more than 10 minutes to see the person he is calling on. If that person is not available, he is notified immediately.

Salesmen are ecstatic about that little old letter. One out of three request a copy to send to the boss at home. And, it's been rumored that at least a few other companies have copied it.

What's more, Crown Cork keeps a telephone in the reception room for the convenience of those waiting there. Sounds real nice!



*Here's a tremendously appealing
Sales Incentive Prize — or an equally attractive opportunity for
you and your family to enjoy thrilling days of
Manhattan magic — all at modest cost.*

WEEKEND AT THE WALDORF

*the most Glamorous
weekend in America!*



The Waldorf service, luxuries, cuisine and entertainment make it a superb holiday spot. That's why, at every turn, you'll see celebrities and dignitaries from all over the world.



The famous theatres of Broadway are but a few blocks away. Capital and the Waldorf will help you get the seats you desire. Capital will also arrange your admission to the popular TV and radio shows. You'll be but a few steps from the world's most fabulous shops — on Park Avenue, Fifth or Madison Avenues.



Capital tailors these glamorous WEEKENDS to fit your Sales Incentive Program. And Capital gives you a millionaire's holiday at surprisingly low cost. Why not call your local Capital Airlines ticket office and discuss this wonderful idea — NOW!

Capital
AIRLINES

What else gets you retailer



In food, for example...

- 15,000 stores took part in LOOK's latest food promotion — "Picnic Pickin's"
- Participating stores ran almost 1,000,000 lines of newspaper tie-in advertising
- Sixteen blue-chip advertisers and five major food associations also took part

Year after year, since 1949, LOOK's summer food promotions have outstripped all others in the magazine field. And this year is no exception.

A few weeks ago, 15,000 food stores from coast to coast tied in with "Picnic Pickin's"—LOOK's answer to the summer slump, and the hottest hot-weather food promotion in magazine history. The tie-in stores featured LOOK point-of-sale display material, and promoted LOOK-advised products with almost 1,000,000 lines of local newspaper advertising.

Sixteen top advertisers also tied in, buying display material in LOOK's promotion kits. Those participating were Canada Dry, Coca-Cola, Del Monte, Dixie Cups, Ken-L-Ration, Kleenex, Kraft, Libby's,

response like **LOOK** ?



Fashion Retailers Respond. LOOK's big "Continental Look" promotion is set to roll. LOOK's fashion editor is back from Europe with fabrics and styles to be made into garments in this country and promoted by 60 top stores, from New York's Henri Bendel to California's I. Magnin.



Liquor Retailers Respond. Hundreds of thousands of Christmas brochures highlighting LOOK-advertised brands will be sent by liquor stores to their best customers. It's still not too late for alert distillers to get in on this great promotion and cash in on increased activity at the consumer level.



Drug Retailers Respond. Designed to step up fall selling, LOOK's "Complete Medicine Chest" promotion will attract tie-ins from more than 3,000 independent and chain drug stores. Participation in LOOK promotions helps drug advertisers get preferred space in these prime outlets.



Appliance Retailers Respond. Almost 2,000 leading appliance outlets and major utilities in cities across the U. S. will tie in with LOOK's "Be A Better Cook . . . and Housekeeper, Too" promotion. Scheduled for September-October, it has created tremendous excitement in the industry.



Menswear Retailers Respond. LOOK's "All-American College Wardrobe" promotion has attracted tie-ins from 1,200 key stores. And no wonder! A recent national study shows that menswear retailers rank LOOK's merchandising the most useful among major magazines in the weekly field.



Automotive Retailers Respond. Each spring, LOOK co-sponsors car safety checks in hundreds of cities. And all year round, LOOK promotes safety editorially. The October 4 issue will describe Certified Automotive Service, a potential boon to the automobile repair business.

Minute Maid, Nescafé, Pepsi-Cola, Skotch Ice, Snow Crop, Squirt, Sunbeam Bread and Tums.

Five food associations took part by alerting their members to the LOOK promotion and urging them to tie in. These were the American Bakers Association, American Dairy Association, Ice Cream Merchandising Institute, Lemon Advisory Board and Wheat Flour Institute.

LOOK's next food promotion — "America's Favorites"—breaks in October. For details on how it can stimulate retailer response for you, contact your LOOK representative, or write to Dick Harmel, Merchandising Manager, LOOK, 488 Madison Avenue, New York 22, N. Y.

LOOK

moves merchandise...FAST



What makes a newspaper great?

Upper Midwesterners are still talking about it. And now newspaper readers all over America are getting the chance to read Carl Rowan's remarkable report on a country that puzzles, challenges and intrigues western man—India.

During a 4-month, 10,000 mile tour last year, this Minneapolis Star and Tribune reporter criss-crossed India from Karachi to Trivandrum, from Bombay to Allahabad, interviewing Indians of every caste and kind from the disease-riddled Untouchable to Prime Minister Nehru . . . and described his experiences in "This is India", an 18-article series which stands as one of the most penetrating studies of that country ever made by an American journalist.

In preparing the series, Carl Rowan had one priceless advantage. He is a Negro. In color-conscious India this proved an "open sesame" to closely guarded Indian feelings and views. Indians, liberal and conservative, friends of America and die-hard Communists, alike confided in him to an extent that was almost embarrassing. He was made welcome in homes

where no American had ever been, heard opinions never expressed to any white man. Visiting palaces and slums, filthy villages and new industrial developments, Rowan reported not only on the incredible dirt, poverty and over-population but the effect of these factors on the emerging new India. "This is India" is not a happy report. It's often disquieting, sometimes frightening, but is so important a journalistic achievement that to date it has been syndicated in 32 newspapers across the United States as well as in the *Manila Times* and the *Hong Kong Standard*.

Minneapolis Star and Tribune readers have come to expect a jolt from Carl Rowan's writings. His brilliant analyses of racial problems—not only in India, but later in Southeast Asia, and then at the Afro-Asian Conference at Bandung, Indonesia—have the insight and authenticity which only a Negro could give. In 1951, Rowan gained national recognition for his Minneapolis Tribune series, "How Far From Slavery", a hopeful statement on the changing conditions for Negroes in the South.

For this he won the Sidney Hillman Foundation award for the nation's best newspaper reporting. Later, he won a Sigma Delta Chi award for his series "Jim Crow's Last Stand?", a deep-probing analysis of the five segregation cases then pending before the United States Supreme Court.

Carl Rowan's specialized reporting is just one reflection of the Minneapolis Star and Tribune's belief that good newspapers should be a constructive educational force among the people they serve. It's through such extra-thorough coverage of all of the world's news that these two newspapers have gained and held their position as the best-read in a 3½ state area.

Minneapolis
Star and Tribune
 EVENING MORNING & SUNDAY

625,000 SUNDAY • 495,000 DAILY

JOHN COWLES, President

SALES MANAGEMENT

COMMENT

No Trade Secrets in Disaster

The big story—in sales—of the flood disaster in the northeastern states is eloquently simple: competitors join with competitors to rush vital products and services to the people who urgently need them. Manufacturers and wholesalers work around the clock to get out the goods—never mind the bookkeeping now. The basic concern: human welfare.

The headlines go to Government assistance—and it's vital. But the untold story is the effectiveness of business initiative in bringing disaster areas back to life with medicine, food, shelter, clothing, and jobs. The dollar value of the collective effort never can be estimated.

The story told in the special insert inside the front cover of this issue, is indicative of the spirit of untold thousands of sales executives and salesmen, whose names will never be recorded.

Professionally, How You Rate, Really

The cash value of good sales executive performance is being established in an unexpected way.

The hard fact behind many of the current mergers: boards of directors are seeking access to new markets.

If the company has strong and far-sighted management, it probably is blessed with unusually capable sales executives. For what can be sold can be produced, so the burden is upon the sales executive to find markets—and profitable markets.

When a Sperry and a Remington Rand merge, it's a merger based on the strength of both organizations in production and sales. And when a General Dynamics reaches out to acquire a company, it seeks to broaden its base. But both the Sperry Rands and the General Dynamics foresee the promotability of products bearing names which could become as well known as General Motors and General Electric with their multiplicity of products.

Many a company has enjoyed a post-1945 increase in sales in units. In relation to the potential, however, the increase may have been less than the rate of growth of the industry, or of the economy of the United States. In these instances, the company is going backward, and may not realize it. If the product is good and sales do not follow, the blame falls squarely on the sales executive. Such a company is ripe for acquisition. It may be acquired by quiet buying up of stock, as in the case of the TelAutograph Co. Or it may be acquired by massive frontal assault, as exemplified by Robert R. Young, who persuaded the stockholders to turn the New York Central over to him and, once in control, made the stockholders foot a substantial part of the bill for their liberation.

It is the unrealized sales potential which places the sales executive

Are these your competitors? ... They're selling **ELECTRONIC PARTS** to the aviation industry

Aircraft-Marine Products, Inc.
American Phenolic Corporation
Burndy Engineering Company, Inc.
Cannon Electric Company
Chester Cable Corp.
Cutler-Hammer, Inc.
DeJur-Amsco Corporation
Dialight Corporation
Doelcam, A Division of Minneapolis-Honeywell
Electro-Snap Switch and Mfg. Co.
Electro Tec Corporation
Relay Division, Electrical Products Corp.
Fairchild Camera and Instrument Corporation
Federal Telephone and Radio Company
Gabriel Electronics Division, The Gabriel Co.
General Electric Company
Packard Electric Division, General Motors
G-V Controls, Inc.
Gyromechanisms, Inc.
The Hart Manufacturing Company
The Hartman Electrical Mfg. Co.
The A. W. Haydon Company
Hetherington, Inc.
Joy Manufacturing Company
Lavoie Laboratories, Inc.
Loral Electronics Corporation
Micro Switch, A Division of
Minneapolis-Honeywell Regulator Company
Mycalex Electronics Corporation
The Potter Company
Radio Corporation of America, Electron Tubes
Raytheon Manufacturing Company
Sperry Gyroscope Company
Sprague Electric Co.
Stackpole Carbon Company
Struthers-Dunn, Inc.
Trans-Sonics, Inc.
Union Switch & Signal, Division of
Westinghouse Air Brake Company
U. S. Components, Inc.
Industrial Division,
The S. S. White Dental Mfg. Co.
Winchester Electronics, Inc.

These companies and hundreds of other aviation suppliers are stimulating sales with inquiries and leads from their advertising in AVIATION AGE—the industry's TECHNICAL magazine. If you want to get results in the aviation market, see page 35.



FIRST
SIX MONTHS
OF 1955

Chicago's Growing Newspaper

GAINED
1,069,642

LINES OF TOTAL ADVERTISING

—A GREATER GAIN THAN THAT OF
ANY OTHER CHICAGO NEWSPAPER!

Source: Media Records, Inc. (Zone lineage omitted)



CHICAGO DAILY NEWS
—AND STILL GROWING!

in a key spot. If the sales executive fails to perceive his firm's true potential, he's jeopardizing his own job and his reputation as a marketing strategist. If he, for example, through habit or belief conceives of his job as leading the sales force and ignores the trend toward mechanizing selling through advertising, he'll wind up being just that—a leader of men. And another executive, probably quiet and introspective, will move into the top marketing spot as the strategist.

If the sales executive foresees opportunities beyond the financial strength of his firm, he'll be the first to recommend mergers and acquisitions. But he knows if he doesn't someone else will, and will reap the rewards for action.

The sheer bigness of the United States will continue to produce the climate for mergers. Mass production calls for mass selling and mass selling becomes economically feasible when the brands promoted are relatively few and held by companies that have promoted themselves into household names.

This is the era of the sales-minded executive. No matter what his professional training and his work experience, he must have an instinct for selling. If he has risen through the sales ranks he will automatically feel at home, when he becomes the chief executive, fighting the battle of the market place.

No executive should be surprised to pick up his copy of *The Wall Street Journal* and read that a Louis Wolfson, or a Frederick W. Richmond, or a Cash McCall knows a lot about him, and whether he is a man to keep or to fire. Or it may be a Morehead Patterson (American Machine & Foundry Co.), or an H. N. Mallon (Dresser Industries, Inc.), or a Lewis Rosenstiel (Schenley Industries, Inc.).

The tax angle figures on some mergers, the purchase of good plant at less than replacement cost may be the key to another acquisition, the desire to cash capital gains may prompt another owner, or the lack of qualified executives to carry on the business may discourage the founder-owner. But whatever the reasons, the new owners see opportunities in the market place—and they are prepared to try their hands. It's the kind of an atmosphere made to order for the sales executive.

Pay-off for Sales Vision and Vigor

The official scorekeeper, the Department of Commerce, reports:

Employment

1953	63,691,000	(August)
1955	64,995,000	(July)

Personal Income (annual rate)


1953	\$288.9 billion	(July and October)
1955	\$301 billion	(May and June)

*Gross National Product (annual rate)

1953	\$369 billion	(2nd quarter)
1955	\$375 billion	(1st quarter)
1955	\$385 billion	(2nd quarter)

*Value of goods and services

You've created a lot of happiness.



EYE STOPPERS
FOR
AISE HOPPERS

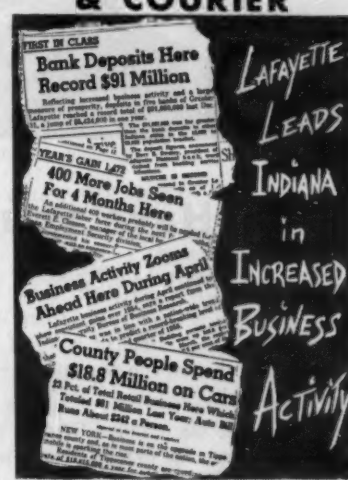
WITH **Ad Banners**
BY HOLLYWOOD

Showmanship. Prestige. IMPACT!
They're on the job for you when you put up eye-catching, high-lustre, dust-repellent, wrinkle-resistant banners.

JUMP the gun on competition. See how, find how, know how from our FREE Idea Book! Get it now!

HOLLYWOOD BANNERS
116 East 32nd Street, New York 16, N. Y.
Telephone: ORegon 9-4790

LAFAYETTE INDIANA JOURNAL & COURIER



**A MEMBER OF
FEDERATED PUBLICATIONS
INCORPORATED**

Represented Nationally by
SAWYER • FERGUSON • WALKER • COMPANY
NEWSPAPER PUBLISHERS REPRESENTATIVES



Benjamin, Oscar and Ralph Lazrus, brothers who head the Benrus Watch Company, ask . . .

"Have you seen the Benrus torpedo?"

"Within its perforated shell, three of our self-winding waterproof watches were towed from Gibraltar to New York, submerged in the turbulent wake of a fast trans-Atlantic liner. When the torpedo was opened — every watch was on time to the tick!"

"Then came the job of delivering 56,000 more of those same Benrus watches to jewelers all over the country, before the nationwide TV promotion date.

"We called Air Express—and every watch arrived on time.

"We depend on Air Express. They handled over 11,000 shipments for us last year. Not one was lost, late or damaged.

"Yet Air Express usually costs us less than would any other complete air service. 15 lbs., for instance, from New York to Atlanta, Ga., is \$5.63. That's the lowest rate in the field by \$1.27. Add it up on several thousand shipments!"



Air Express



GETS THERE FIRST via U.S. Scheduled Airlines

CALL AIR EXPRESS . . . division of RAILWAY EXPRESS AGENCY



To sell more where more is sold



IT'S
FIRST 3
FIRST!

Concentrate in the three markets that account for 18% of total U. S. Retail Sales. Then pre-sell more than 3-of-every-5 families in these markets --and you have the kind of purchasing power that brings back big returns.

That's exactly what you get when FIRST 3 MARKETS carries your sales message to the city and suburban markets of New York, Chicago and Philadelphia. These areas account for $\frac{1}{2}$ of Drug sales, $\frac{1}{2}$ of Food sales, $\frac{1}{2}$ of Furniture and Appliance sales, and more than $\frac{1}{2}$ of total U. S. Apparel sales.

General Magazines, Syndicated Sunday Supplements, Radio and TV family coverage thins out in these concentrated super-sales areas. Only FIRST 3 MARKETS is especially geared to deliver saturating coverage in America's three top markets. For advertising that sells *more* where *more* is sold, it's FIRST 3 FIRST.

Circulation in excess of 6 Million.



The group with the Sunday Punch

FIRST 3
MARKETS GROUP

Rotogravure • Colorgravure

New York Sunday News

Coloroto Magazine

Chicago Sunday Tribune
Magazine

Philadelphia Sunday Inquirer
"Today" Magazine

New York 17, N. Y. News Building, 220 East 42nd Street, VANDERBILT 6-4894 • Chicago 11, Ill., Tribune Tower, SUPERIOR 7-0043
San Francisco 4, Calif., 155 Montgomery Street, GARFIELD 1-7946 • Los Angeles 5, Calif., 3460 Wilshire Boulevard, DUNKIRK 5-3557



TV Area	TV Sets
1 New York	4,730,000
2 Chicago	2,255,000
3 Los Angeles	2,107,168
4 Philadelphia	2,094,852
5 Detroit	1,553,200
6 Boston	1,308,362
7 Cleveland	1,195,000
8 Pittsburgh	1,134,110
9 San Francisco	1,066,590
10 LANCASTER	912,950
11 St. Louis	785,162
12 Milwaukee	774,803
13 Washington, D. C.	741,000
14 Cincinnati	724,140
15 Indianapolis	663,000

316,000 Watts

WGAL-TV

LANCASTER, PENNA.

NBC • CBS • DuMont

WGAL-TV's 316,000-watt signal on Channel 8 beams a clear picture from its mountaintop transmitter location to a wide area which collectively creates the tenth largest TV market in the Nation. Stations in only nine other areas reach more television sets than those in the WGAL-TV Channel 8 Mighty Market Place.

STEINMAN STATION Clair McCollough, Pres.

Representatives:

MEEKER TV, INC.

New York
Los Angeles

Chicago
San Francisco

Channel 8 Mighty Market Place

Harrisburg Lebanon Hanover Gettysburg Chambersburg Waynesboro Frederick Westminster Carlisle Sunbury Martinsburg
York Reading Pottsville Hazleton Shamokin Mount Carmel Bloomsburg Lewisburg Lewistown Lock Haven Hagerstown

SALES MANAGEMENT

POST OFFICE LIBERALIZES RULES

Congress has never arrived at a clear-cut decision as to whether the Post Office should turn in a profit—or operate as a service department with big deficits if necessary to render good service—or be allowed to contract or expand service in keeping with a break-even concept.

The present Administration has not succeeded in increasing revenue sharply, the higher rates being confined to second class mail and parcel post, but it has taken the businesslike point of view that business should be encouraged to use the mails. Many minor but frustrating regulations on second class mail have been removed. For example, not until last year was it possible for any magazine to take the pioneering step which SALES MANAGEMENT inaugurated in perforating its pages. Inserts could fold out, or they could fold up, but they couldn't do both. Pages had to be of uniform size, etc.—Today the Department says, in effect, "We want more dough from you publishers, but we are willing, within reasonable bounds, to make it possible for you to take in more money so that you can pay more in your postage bill."

Today, thanks more to court decisions than to P.O. rulings, it is possible to operate prize drawings which in years past would have brought convictions and fines for operating a lottery.

Yesterday entries closed on the Firestone \$100,000 drawing which offered \$25,000 in cash, five automobiles and 450 other prizes. Winners will be determined simply by drawing the lucky entry blanks from a receptacle.

The Post Office Department ok'd the Firestone plan and also International Harvester's \$200,000 sweepstakes, with final drawings in two weeks, for refrigerators, freezers, air conditioners.

Peter Edson of NEA Service points out that the dam was first breached in 1951. A Washington merchant had required entrants in a sweepstakes drawing to visit his store and hunt through all departments to find posted lists of winners. Solicitors for the P. O. said this extra condition made the scheme a lottery . . . but the court held this was merely a requirement to "window shop." It did not require anyone to buy anything. Therefore the drawing was not a lottery.

The floodgates were really opened in 1954 when the court held in favor of the defendant, American Broadcasting Co. It had a program where listeners and viewers were required to follow the show to find out whether their names were called out as prize winners. The effort involved did not make it a lottery, the court ruled.

The liberalized rulings should greatly expand the use of prize contests where luck rather than skill determines the winners. In the past it may have been theoretically possible to conduct such a contest without running afoul of the Post Office—theoretically possible to conduct such a contest without mentioning it even once in a letter, and without referring to it in any advertisement which went through the mails—but it certainly would have been doing it the hard way!

SPREADING OUT THE BOOM

In many industries sales couldn't come any easier. Steel companies are being visited by top executives of buyers who try to wheedle or demand more steel or faster deliveries. Similar shortages show up in other basic industries.

Both production and national income soared to new highs in the second quarter of the year. . . . But Americans also piled up record debts in the biggest spending spree in history, and the Administration has shown concern over "excessive credit" and "outsized inventories."

Personal income now is at a rate of \$300.5 billions a year (\$286 billions at the same time last year) and out of this taxes take \$33.4 billions or 11%, leaving \$267.1 billions for spending and saving. We put aside \$16.0 billions for saving, which was uncomfortably less than the \$17.5 billions predicted by the President's Council of Economic Advisors.

To hold the boom within bounds (and, according to the Democrats, to keep prosperity going at least through the first Tuesday in November 1956) money has been made slightly tougher to get. Rediscount rates have been raised, down-payments increased on homes. Instalment terms are likely to be toughened on automobiles and

durables which make-up most of our instalment debt.

Most of the credit companies say that payments are normal, and they see no reason for worry. But their optimism is based on the continuance of high employment and high wages. New York's *World Telegram and Sun* recently described what they consider a fairly typical instalment home. The breadwinner happens to be a *salesman*—for a wholesale drug house. He's a veteran, aged 34, four children, with a fifth on the way.

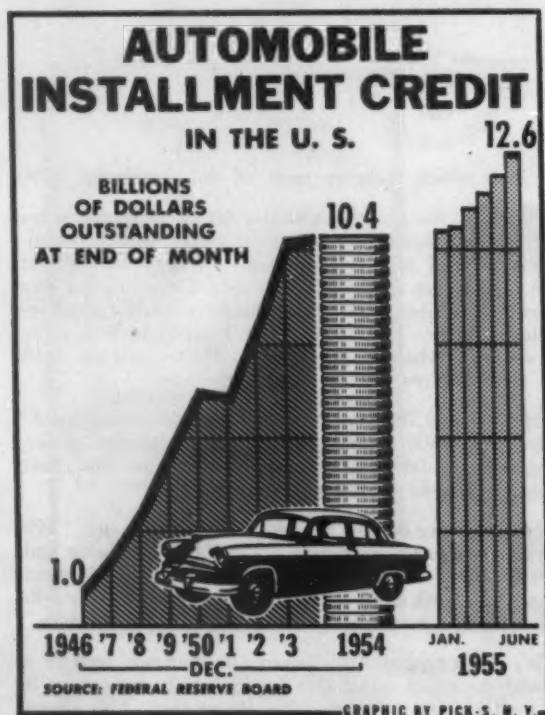
He earns \$5,700 a year, and his monthly "take home" is less than \$400. Almost half of that is siphoned off immediately on debts—as shown graphically on this chart from the *World Telegram and Sun*.

He is getting by, but he keeps his fingers crossed. "We hardly ever go to the movies. . . . We stay at home and watch television. . . . I can't afford to drink. I spend about \$3 a week for a case of beer. . . . I want to try selling for a real estate broker on Saturdays and Sundays."

It's not a typical American family, but may well be a typical American *instalment family* which, as soon as it pays off on one contract, takes on another. This young



EMPLOYMENT BREEDS CONFIDENCE: Behind the staggering rise in auto instalment credit is continued confidence of people in prosperity.



man, with the TV and washer paid for, is buying \$400 worth of living room furniture at so much per month. Then he'll have to borrow \$1,200 to make two bedrooms out of the unfinished attic.

Tightened instalment terms and higher interest rates won't ease this salesman's burdens—but they may stop him from getting in any more deeply, and if they succeed in gently breaking an inflationary boom he may be thankful that his job is more secure.

IT'S THUMBS UP FOR THEM

It's often said that purchasing power is a state of mind. The millions of people who consistently buy on time payments obviously are betting on the future prosperity of the nation—and of their own particular ability to bring in at least as much money as before. Often they're betting specifically they will do better within the next 12 or 18 months.

So let's see how 212 families, comprising 312 persons living in Grand Rapids, Mich., feel about business conditions for the next year.

- 61% of the families guess that business will be better.
- 31% have a hunch it will be about the same as it is now.
- 4% are pessimistic, and expect business to be worse.
- 4% don't know.

These families were interviewed by Alfred Politiz in a readership story for Time, Incorporated's *Sports Illustrated* (which has started its second year of publication). Grand Rapids is average for city size (100,000-250,000 population in seven midwestern states) in median income: \$3,660 for them against \$3,669. But the subscribers interviewed enjoyed a standard of living based on a median family income of \$8,660.

The significance: The people who have "more" and who are in a position to make more optional purchases than lower-income people personally feel good about their future.

It's against this background of good economic feeling that advertisers can couch their sales appeals.

WHY THE CONTENT IS BETTER NOW

Is your businesspaper a better paper today? We believe you will agree that it is. One of the reasons is that businesspaper publishers are investing more dollars in the "product"—the editorial content—than ever before. Since 1940, according to The Associated Business Publications, Inc., the cost of producing a page of editorial has gone up 297%. This exceeds substantially the rise in the cost of printing, mailing, administration and selling.

Obviously you readers and users of businesspapers like the better product. Since 1940, businesspaper circulation has risen from 13 million copies a year to more than 32,700,000 in 1954.

PHILIP SALISBURY
Editor

SALES MANAGEMENT



POTENTIOMETERS



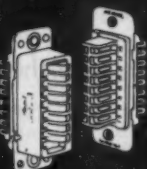
TRANSFORMERS



RECTIFIERS



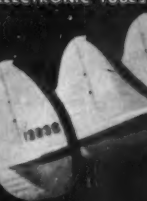
AMPLIFIERS



CONNECTORS



ELECTRONIC TUBES



RESISTORS

**If you sell ELECTRONIC PARTS
to the aviation industry...**



RELAYS



SWITCHES



CAPACITORS

You Need AVIATION AGE

—Aviation's Technical Magazine

In **AVIATION AGE** you reach *both* important parts of the six billion dollar aviation electronic market... *the original equipment market* of aircraft, electronic equipment and systems manufacturers, and military aviation development commands... *the replacement and maintenance market* made up of airlines, business aircraft, service operators and military aviation operating commands.

Within each of these aviation groups, **AVIATION AGE** takes your product story to the *Technical Management* men who evaluate, specify and select electronic parts as well as other products, materials, equipment and services.

AVIATION AGE provides a technical information service—including important editorial treatment of electronics—for aviation's Technical Management men, covering:

**RESEARCH & DEVELOPMENT · DESIGN ENGINEERING
PRODUCTION ENGINEERING · AVIATION OPERATIONS
MAINTENANCE ENGINEERING**

Technical advertising fits in with this technical editorial environment. About two thirds of the 100,000 inquiries we receive a year are in response to such advertisements. If you have a story to tell about the specific properties, specifications and performance of your electronic parts for the

aviation industry—emphasize it! When you get technical, you're talking the language of aviation's Technical Management.

And note this: over 40 of your competitors, all with similar marketing goals, are now successfully using **AVIATION AGE**... drawing hundreds of inquiries and sales leads every month.

To get thorough coverage of your aviation market and inquiries from the men who specify electronic parts in aviation, use **AVIATION AGE**—the only magazine specifically designed for *Aviation's Technical Management*.

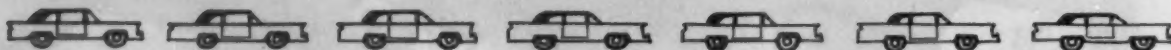


Aviation Age

A CONOVER-MAST PUBLICATION
205 East 42nd Street,
New York 17, N. Y.



*The magazine of Aviation's
Technical Management*



Is the historic 24% dealer margin on new car sales dead?



Can automobiles be sold today on a 12% margin?



Can a dealer survive on a 5% gross margin where there is no trade-in?



Is the exclusive franchise dying? Will it be replaced by multi-brand, supermarket selling?

What is dealer "loading" or "pack" and what is amount of discount on a \$3,000 to \$4,300 automobile?

Is Detroit Fostering Upheaval In the Retailing of New Cars?

Ray Bill—Is motor car distribution and the retail selling of automobiles headed for a radical shake-up?

Dealer—Yes. In my opinion the present urge for new car sales has brought into retailing of new automobiles several unsound practices.

Ray Bill—What are the most significant of what you refer to as unsound practices?

Dealer—First is the fact that as of today there are no generally accepted base prices for the customer. In the past, automobile manufacturers published and made up their so-called delivered advertised price list f.o.b. point of manufacture. Through this means the public was informed as to the selling price of the new automobile, by model and by type, and expected to pay over and above that advertised price only local taxes, the transportation cost of the automobile from the point of manufacture to the dealer and also for such extras as each buyer might choose to purchase (also at list prices).

Under the prevailing practice of former years, these list prices on cars and extras were almost universally maintained. Today the public pretty generally knows that the so-called list prices are really starting points for trading. For the all-cash buyer the price differential runs into a sizable percentage, which is to say \$1,000 to \$1,500 on cars listing at \$4,300 to \$6,000 and over, \$500 to \$1,000 on cars listing at \$3,000 to \$4,300, and \$200 to \$400 on cars selling under \$3,000. Obviously these differentials are so great both in percentage and in dollars as to leave the public with the definite impression that there are no established or prevailing prices for new automobiles. The public is still further confused and

misled by the practice in which virtually all automobile dealers indulge. I refer to what the trade terms "loading" or "packing" of the retail price.

Ray Bill—In your opinion does this widespread lack of a definite price for new cars tend to give the public the impression that certain, even if not all, car manufacturers have raised their so-called list price, knowing that the car actually is not fairly priced at the listed price, but merely to provide a margin for the voluntary discount to be offered by the retailer?

Dealer—The purchaser of a new automobile is more interested in what the dealer is going to allow him in dollars for his used car than he is in the price of the new automobile he is going to buy. Therefore, the price of the new car he is going to purchase becomes of lesser interest to him because he has concentrated his thinking in terms of what he can sell his used car to the dealer for.

Ray Bill—Before we get to the matter of new car sales involving a trade-in, I am still seeking to find out more about those cases where the buyer of the new car pays cash without a trade-in. Do you think that the lack of established prices, in actual practice, is causing the public to feel that cars are deliberately overpriced by manufacturers in order to provide a leeway for substantial cash discounts?

Dealer—I do not think there is any doubt of that but I think it would be much more generally known if we had a large percentage of purchasers buying new cars without trade-in. The percentage of people who buy new automobiles on an all-cash basis without trade-in is so





small—less than 10%—that this factor of overprice of the automobile becomes apparent only to a relatively small number of buyers.

Ray Bill—The same impression may obtain in the case of the buyer who has a car to trade in; in other words, he or she may feel that cars are over-priced in their list price and deliberately so in order to give a bigger spread for a larger trade-in allowance. Do you think the buyers with trade-in cars are getting this impression or that they believe the trade-in allowance really represents a fair value for their second-hand car?

Dealer—I think the answer to this question is that it is beginning now to become apparent to the purchaser of new cars with a trade-in, but only just beginning. But I think this impression will steadily increase and in significant degree.

Ray Bill—We will come to trade-in sales later but,

ceives the same price quotation uniformly for a given model and make of car from the dealers doing business in the general area in which the buyer is shopping. This "loading" factor I can repeat ranges from \$100 to \$500 dependent on the price of the car involved.

Ray Bill—You indicate that these "loading" charges might be established by automobile dealers' associations or councils and presumably in other cases by just a verbal understanding between individual dealers. Actually associations as such or councils as such could not take formal action along such lines without involving investigation by the Department of Justice for unfair practices. Is it a fact, to your knowledge, that dealer associations and councils do take such formal action anyway?

Dealer—No, definitely not. No organized automobile dealer association or council has taken such action and, in some instances, they have recommended against such procedures. Price "loading" has been entirely a matter of

Why This Report

Publisher's Note: All sales executives—in fact, the American people as a whole—are directly affected by the prosperity of the automobile industry. Current trends, which indicate the distribution side of the industry is headed for upheaval, can have significant effect on the automobile industry as a whole.

Other industries have been forced to adjust to new ways of doing business. Food retailing, for example, has changed in important degree because of supermarkets and self-service. Mark-ups in many fields have dropped drastically. Mass advertising has increased its part in making mass selling profitable. While sales volume continues to rise in many

lines, competition on nearly all sides grows more vigorous and in certain ways more vicious.

It is not yet clear whether the automobile industry is on the brink of enduring changes in pricing, outlets, selling techniques, and promotion. It is obvious, however, that the present automobile retailing system is showing the strain of selling the industry's tremendous production.

SALES MANAGEMENT holds no brief for any one form of distribution. This report on automobile retailing is told through retail-dealer eyes. Although presented as a single interview, the thinking reflects the viewpoint of many new car dealers selling almost all makes of cars. It is published in the belief that the surest way to continue industry pro-

gress is to face up to the realities of the market place. — **Raymond Bill**, Publisher, *Sales Management*.

The Dealer Interviewed: Richard Whitney, originally a New England Yankee, but now a Virginian, grew up in selling.

Following a good many years of executive service with manufacturers like Hood Rubber and magazines like those of McCall's, he rejoined Naval aviation in World War II.

Then he and his family decided to "retire to the quiet life" of a retail merchant selling diverse hard goods in Mathews county, Virginia, where along with outboard motors and other lines, he and his partner have been operating a Pontiac dealer franchise.

meanwhile, and with respect only to cash purchasers, are there other unsound practices which you deem important?

Dealer—Yes—the dealer price "loading" which increases the quoted price of his make automobile to the cash buyer results in his being able to quote a higher dollar cash discount from that "loaded" price. It is a purely fictitious sum of money added to the price at which the car was originally intended by the manufacturer to sell to the buyer. In many instances, small groups of dealers doing business in a generally closed geographical area either through a local dealer council or local dealer association get together and agree among themselves on prices at which they will quote to the public for their particular make of car. The prospective buyer then re-

individual action by members of such groups and not by the organizations' recommendations or actions.

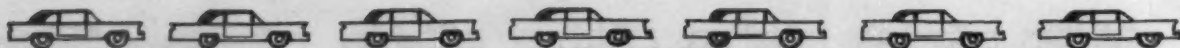
Ray Bill—Does this practice of "loading" really resolve itself into an unwritten gentleman's agreement and for its enforcement depend on the individual integrity of the dealers arriving at such understandings?

Dealer—That is correct.

Ray Bill—Are the manufacturers cognizant of this "loading" practice?

Dealer—I think they are and I think that, generally speaking, they not only condone this practice but encourage it.





Ray Bill—I presume in a strictly unofficial manner?

Dealer—Entirely unofficial—and definitely off the record and unwritten.

Ray Bill—Is this "loading" practice limited to the car itself?

Dealer—No. In almost all instances the prices of accessories and optional equipment also carry a load factor. The exceptions to this, generally speaking, might be automatic transmissions, power steering and power brakes. Included in this "loading" practice, as a rule, are such items as radios, heaters, special interior or exterior trims, white sidewall tires, fender skirts and even two-tone painting or special paint jobs.

Ray Bill—Is it your considered judgment that this practice of "loading" is resulting in deteriorating not only the integrity in the retail selling of motor cars and also of the people engaged in this marketing function?

Dealer—I do not see how it can help but do so. Shortly after the war, automobile dealers and manufacturers successfully defended the historic 24% margin enjoyed by the automobile dealer from the manufacturer at a time when Government pressure was being made to reduce this percentage. As of today, there is no dealer selling new automobiles who is able successfully to maintain this historic percentage of gross profit margin. In other words, in former years the dealer selling a car for \$2,000 (representing list price) had a gross profit margin to work on of \$480. But no longer can any car dealer figure his overheads, capital investment, sales cost, etc., on the basis of any such gross margin.

Ray Bill—What is your estimate of the gross margin the dealer, for practical purposes, is working on today?

Dealer—I can answer that question by saying that I believe any automobile dealer who is grossing 12% on his new cars is a very fortunate dealer. In most cases he makes sales today on the basis of some fraction of 12%.

Ray Bill—You mean on a \$2,000 car that a really good trade-in sale involves a gross of \$240 and the actual margin on cars sold for cash range down in some cases to not much over \$100?

Dealer—That is definitely true. It is my opinion that any new car dealer today would welcome the opportunity to sell a new car for cash, without trade-in, that would show him a 5% gross profit margin on what he paid the manufacturer for that car.

Ray Bill—Of course, we are dealing now only with car sales on a cash basis, which represents a small percentage of total car sales, but even in such cases does the 5% margin fail to cover proportionate overhead and actually result in no profit for the car dealer?

Dealer—That is just the point. The only way by which the dealer can secure a sufficient gross profit is to sell more new cars, which is what all of them are trying to do.

Ray Bill—The National Automobile Dealers Association furnishes statistics to its members which are more or less public property. Do statistics available through this source indicate that many dealers have been successful in stepping up the number of their new car sales?

Dealer—Definitely. The sales of new automobiles will this year in 1955 set an all-time record in this country. However, the gain in sales is not uniform and fluctuates considerably among dealers of similar size and in various geographical areas of the country. Generally speaking, the results have been, from the dealers' standpoint, much larger volume of new car sales coupled with very much lower gross profit per unit sold and, therefore in many instances, very much lower net profits—since all elements of costs for the dealer operation have increased.

Ray Bill—Does the data furnished by the National Automobile Dealers Association supply information on net profits earned by car retailers in the present boom market?

Dealer—Very definitely—it does so with regard to all sizes of retail automobile dealers. Both large and small are almost uniformly making markedly lower profits.

Ray Bill—In saying this, do you refer to profits per individual car sale or to profits on total car sales of the dealer?

Dealer—I refer to both. Very few dealers have increased their net profit by virtue of having increased their volume of sales. For example, recent statistics available through this source show that the average net profit of dealers selling 100 cars or less per year averaged net profits of less than 1% on their dollar sales.

Ray Bill—Does this mean that a high proportion of car dealers are now earning an inadequate profit on the investment they have made in their respective businesses?

Dealer—Very definitely so. The net return on investment for thousands of dealers runs less than 1%.

Ray Bill—Do you see any early change in this situation?

Dealer—Only if the manufacturers stop pressuring too hard for still further volume.

Ray Bill—If this does not happen, do you visualize a good many car dealers being forced out of business?

Dealer—Hundreds of automobile dealers have already gone out of business even during this supposedly boom period of new car sales. It now seems certain that hundreds of new car dealers will give up their franchises before the 1956 models are available to the public.

Ray Bill—Do you think this possibility is so great as to be of wide significance to the national economy?

Dealer—Yes, I do. The combined operation of the scores of thousands of automobile dealerships has contributed greatly to employment and to local and national economy. Obviously, if there is to be a marked contraction in the number of dealerships, it cannot help but adversely affect the economic well-being of individual localities as well as the over-all national picture.

Ray Bill—Are there any other unsound practices which you want to mention as related to new car sales for cash?

Dealer—No, I do not think of any others at the moment.

Ray Bill—Well now, with respect to new car sales involving trade-ins. First do all the unsound practices you

(continued on page 100)



Railroads Try It Again: Travel Credit Card

The passenger railroads again have discovered credit as a tool of selling. Today 43 of the nation's 75 major railroads are participating in the Rail Travel Credit Agency. By late August, 535 applications were coming in daily for the new Rail Travel Card, announced in full-page, one-shot advertisements in nine publications in August.

The railroads' first stab at promoting passenger travel through credit cards was in 1947. After two years, some of the key railroads withdrew from the travel credit agency, leaving 17 to carry on.

Today the Rail Travel Credit Agency, with headquarters in Chicago operated by Earl B. Padrick, chairman, has 40,000 subscribers who have obtained nearly 200,000 credit cards.

The rail people have in their credit card what they regard as a significant point of difference from the familiar airline credit card: no cash deposit.

Why No Deposit

"The airline deposit doesn't cover anything," declares Padrick. "The airlines' original plan of requiring a \$475 deposit was made when they offered a 10% discount on tickets bought on credit. The deposit was assessed to sort of legalize any complaint of discounting. The airlines still feel that this weeds out any credit risks, while the railroad credit system weeds differently by means of regular credit processes—checking banks and other credit references before cards are issued."

The passenger railroads have at last gotten together on what services can be charged. Now all of the 43 participating carriers honor purchases of any amount. Further, the credit card user can purchase any service—food and liquor as well as train fare, regardless of the size of the check. At one time, some railroads required the user to purchase \$5 worth of services before he could charge them. Some railroads allowed drinks to be charged with meals, others didn't. Some allowed club car charges, some refused credit.

The amount of travel and services charged since the second try at promoting travel by credit launched last month, has not yet been compiled.



"Under the old plan," explains Padrick, "we were doing \$1.5 million a month in credit. Where once our participating railroads wanted to keep the credit card under their hats, they let us shout now, 'Here's your credit card! Use it high, wide and handsome!'"

The Rail Travel Credit Agency recognizes that it has two key sales to make now.

The toughest sale is to the railroads' own ticket agents. Padrick explains: "The roads have to sell their own ticket agents on the idea of using the red carpet technique with credit card holders." To do this selling job, the agency created an elaborate mailing piece directed to ticket agents, explaining to them how easy it is to issue tickets to holders of credit cards. The advantages:

1. The passenger simply signs the tab and shows his credit card so that the signature can be confirmed.
2. The customer can order his rail ticket by telephone. He is billed at the end of the month.
3. The customer—often a sales executive or a salesman—can carry less cash. The rail's monthly billing to the customer's firm now provides accurate, current records for tax and cost accounting purposes. The Rail Travel Credit Agency reminds ticket agents that the card "makes your job easier" . . . that "RTC sales are actually easier to handle than cash sales. No change to make, no money to handle, no money to check in at the end of the day."

Credit loss is infinitesimal. During 1947 and 1948, rail credit losses were 1/50 of 1%, according to Padrick. With more users of the new plan, it is

estimated that losses will rise slightly. Best guess: 1/20 to 1/10 of 1%.

The travel credit card system, brain child of Charles R. Speers, now senior vice-president-sales, American Airlines, Inc., has been phenomenally successful for the airlines since the first one was issued in 1935. American, which alone has issued 300,000 cards, does not disclose the volume of purchases on credit. But its losses are "less than 1/2 of 1%."

Promotion for the new rail travel credit plan was placed by Reincke, Meyer & Finn, Inc., Chicago, as full-page advertisements in an August issue of *Business Week*, *Newsweek*, *Railway Age*, *The Journal of Commerce*, *Traffic World*, *The Ticket Agent*, *Time*, *The Wall Street Journal*, and *U. S. News & World Report*.

The railroads also promoted the plan in their external mailings.

The Big Participants

Participating in the credit plan are the Pennsylvania Railroad, No. 1 in the number of passengers hauled; the giant New York Central System, the Union Pacific Railroad, and the Missouri-Kansas-Texas (Katy) Railroad.

Conspicuous by their absence: Atlantic Coast Line and Seaboard Air Line, with their thousands of New York-Florida passengers, and the Central of Georgia.

"It's too bad that every railroad in the country doesn't participate in the credit arrangement," says Padrick. His goal: to bring the 32 hold-outs into the agency, giving passengers access on credit to all 75 major passenger railroads.

The End



**"Dress Goods, Lady? Bedspreads?
Let Our President Wait on You."**

... and, by gosh, Bates Manufacturing Company's new president, Frank C. Mawby, can do it, too. Because President Mawby—who started with the company in 1928 as a salesman—has sold both. Mawby looks like he fell in the Fountain of Youth, but he's been selling a long time. When he began, he specialized in selling Bates products to the New York City and Philadelphia trade—the world's toughest. But it wasn't until 1945—when he'd racked up sales of enough bedspreads and draperies to furnish dozens of Waldorfs, sold enough yardage to clothe New Jersey from the skin out—that he was made sales manager of Bates Fabrics, Inc. Five years later he headed up the Home Furnishings Division. Much of his time, the past few years, he's been in Maine (Bates' headquarters are in Lewiston) and he knows plant managers and employees on a first-name basis. "Bates," he says, "has a management team that understands selling and merchandising as few mill men do." That's because most of them know plant operations as extra ammunition: These days, he says, you have to know all facets of your business. A civic-minded man he's also a strong churchman. He's Senior Warden of his parish at Old Brookville, L. I.

**Advertising's Super-Salesman:
Of \$65-Million Billing, He Sold
\$60-Million!**

The advertising agency of Leo Burnett Co., Inc., Chicago—one of the nation's top 10—is celebrating its 20th anniversary with a new president: He's Richard N. Heath (left), inveterate reader, avid gardener and one of the first employees of the agency. When the firm was less than a year old Dick Heath joined it to oversee management and sales functions and relieve Burnett (right)—who'll continue actively in the firm—who concentrated on copy. At that point Burnett had a staff of seven, three clients (two of which, Green Giant Co. and The Hoover Co. are still with him) spending less than a million dollars a year for advertising. Today it employs 625 people, has 28 clients spending better than \$65-million a year in advertising. Leo Burnett gives Dick Heath full credit for bringing in \$60-million of that billing. Heath, who's been executive v-p, is a salesman to the core. He believes, as does Burnett, in "the personal approach to selling. As an agency," he says, "we have tried to maintain a sales management point of view in our planning. One of our principles has been to 'plan the sale as you plan the ad.'" Heath's trademark is his battered, stuffed-full brief case: In it he carries his work and a baker's dozen of books on anything from astronomy to zoology.





GINO PRATO: \$64,000 SALESMAN

The fortunes of Gino Prato—the Manhattan cobbler who won \$32,000 for his knowledge of opera on Revlon's celebrated program, "\$64,000 Question" 10 p.m. Tuesday, have taken a more significant and lasting turn: Morris Borkan, sales manager for Jobber Division, American Biltrite Rubber Co., who saw the program over The Columbia Broadcasting System's WNAC-TV, Boston, has hired Gino as Goodwill Ambassador: salary—\$10,000 a year.

Biltrite will do over Gino's "Artistic Shoe Repairing" shop in New York City, making it the last word in shoe repairing establishments. Gino will be there, in person, running the business three days out of each week. The other three working days of the week he will accompany Biltrite salesmen on their local tours. One week out of each month he'll tour the country, visiting shoe repairers, in the company of Borkan.

Biltrite doesn't want him to take orders for its line of non-leather heels and soles: They are intent upon promoting morale among their customers who have often suffered from the public's feeling that shoe repairers are uneducated. Biltrite will allay this misinformation, on a national level, with an advertising program featuring Gino as the erudite, charming fellow he is. It's the indirect approach to sales and out of it, feels Biltrite, will come better morale among shoe repairers and a more appreciative attitude toward them on the part of the public. And if that doesn't, in the end, spell sales . . . what does?

PHOTOGRAPHED FOR SALES MANAGEMENT BY GUY GILLETTE

Keeping You Out of Trouble Now Becomes a Bigger Business

Some of the men whose business it is to get other people's names (favorably) into the public prints recently made some news for themselves.

Acquisition by Hill & Knowlton, Inc., of Robinson-Hannagan Associates, Inc., brought to light that the winning of friends and influencing of people has come far since the late Ivy Lee first made the late John D. Rockefeller mend his public manners.

It reveals Hill & Knowlton, for example, as advice-giver to some of our largest industries and bluest-chip companies, and causes a debate (at least in mid-Manhattan) as to whether H&K or Carl Byoir & Associates now does more "relating" than anyone else.

John W. Hill's 28-year-old outfit bought control of the firm founded by the late Steve Hannagan from William E. Robinson, for an undisclosed but substantial price. Robinson since became president of The Coca-Cola Co. Since Robinson-Hannagan continues to handle Coca-Cola public relations, Robinson could not retain his interest in it. Under Joseph Copps, as president, R-H will operate as a separate division of H&K. Hill is now chairman and Bert C. Goss president of Hill & Knowlton.

H&K has 16 and R-H 14 accounts—making a total of 30 for this "family." The Byoir organization has 23. H&K has 150 and R-H 89 employees. The combined 239 slightly exceed Byoir's 230. But from a revenue standpoint Byoir still may be larger. H&K's fees start at \$3,000 a month or \$36,000 a year; Byoir's begin at \$50,000 for corporations and \$60,000 for trade associations. Both are plus expenses and "creative time."

H&K estimates that combined sales of its industry and corporation clients in 1954 exceeded \$40 billion. The Hannagan group may add \$10 billion to this total. Because Hill-Hannagan give advice to more, and usually larger, industries, they may "influence" more sales dollars than does Byoir.

(Third largest PR firm today, in manpower, is said to be Dudley-Anderson-Yutzy, New York, with 91 employees.)

Hill & Knowlton's "own" accounts today are American Iron & Steel Institute, American National Red Cross, Aircraft Industries Association, Avco Manufacturing Corp., California Texas Oil Co. (joint overseas subsidiary of Standard of California and The Texas Co.), Galbreath Corp. (which, among other properties, owns New York's new Socony Mobil skyscraper), Licensed Beverage Industries (hard liquor), Natural Gas & Oil Resources Committee, The Procter and Gamble Co., Southern Co. (which owns utilities in the Southeast), Studebaker-Packard Corp., Tobacco Industry Research Committee (seeking to prove that cigarettes do *not* cause cancer), and The Texas Co.

In addition, H&K's affiliate, Edward W. Barrett & Associates, handles Frederick W. Richmond enterprises, New York (buying and operating machine tool companies, etc.), the Suez Canal Co. and the Japanese Government.

The Hannagan list—minus Union Pacific's Sun Valley, recently lost—consists of Allied Stores Corp., American Potash & Chemical Corp., Cities Service Oil Co., Clary Multiplier Corp., The Coca-Cola Co., Coca-Cola Export Corp., The Electric Auto-Lite Co., The Gillette Co., Glassware Institute of America, The Nassau, Bahamas, Development Board, New York City Omnibus Corp., Olin Mathieson Chemical Corp., Owens-Illinois Glass Co., and Venetian Blind Public Relations Holding Corp.

The original Hill & Knowlton, a partnership, was started in Cleveland in 1927 by John Hill and Don Knowlton. Knowlton continues to operate it, and Hill & Knowlton, Inc., New York, has an interest in it.

In 1933 Hill moved to New York where he set to work, with a "staff" of one secretary, on the Iron & Steel account. Growth, at first, was modest. In 1940 H&K, Inc., added Avco (then Aviation Corp.) and in 1943 Aircraft Industries. Nearly all the others have been added in the last dozen years—the most recent being the Tobacco and Natural Gas industries. By 1944 H&K, Inc., had 25 employees, and by 1950, 70. Thus the firm's own manpower has doubled in five years and, with Hannagan's, is now nearly five times as large.

In the mid-'30's Steven Hannagan turned from press-agenting Florida's two-legged allurements to his version of "public relations." Early accounts were Coca-Cola, Cities Service and Owens-Illinois. Concerned more with product publicity, his firm has had more turnover in accounts than H&K.

President Goss points out that the two "complement each other, and will use each other's facilities." H&K now has offices in New York, Washington, Chicago, Pittsburgh, Cleveland, Paris (France) and Sydney (Australia), and PR associates in England, France, Belgium, Switzerland and the Netherlands. H&K will have the benefit of Hannagan offices in Los Angeles and Florida, and Hannagan can use H&K facilities in Washington, Chicago and abroad.

To prospects H&K cites four advantages of engaging counsel: Such an outfit, "serving clients in various fields, can be soundly objective; can bring to management a diversity of experience on a multitude of PR problems; offers specialists in every phase of PR, and underwrites with its own reputation the quality and successful continuity of the undertaking."



LOBSTER POT PLUS "1/4 MORE": What could be more natural for the Minute Maid manager in New England than to ship his entry in a lobster pot? On the left, Richard H.

Maass, sales promotion manager. On the right, Hamilton Stone, national sales manager. Contest spurred managers to try variety of innovations to win retailer cooperation.

They Asked and Got "1/4 More"

Minute Maid's division and district managers and their dealers responded to a contest built on its ad theme.

The job of a manager is simple to describe: to get "more" from subordinates and to reward both for getting it. So what could be more logical for Minute Maid Corp. than to stage a sales contest for its division and district managers, and for its retailers, built around Minute Maid's current advertising theme, "You get 1/4 more"—juice, vitamins, minerals?

The contest worked. One of the Minute Maid division managers, and four of the 22 district managers each won a week's all-expense trip for two (an extra week's vacation) to Florida.

But Minute Maid executives couldn't win until, as managers, they had stimulated their dealers to compete:

1. The winning dealer in each of Minute Maid's seven national sales divisions was the recipient of a seven-day, all-expense trip for two to Nassau, via Eastern Airlines, plus \$150 pocket money.

2. A dealer in each division won,

as second prize, 400 quarters—\$100. Third prize: 200 quarters—\$50. Fourth prize: 100 quarters—\$25.

Awards to Minute Maid executives were based on:

1. Percentage of sales increase in individual sales territories.
2. Degree of participation by retailers (how many took part, how many used promotional material).
3. Effectiveness of their administration of the contest, including reports on progress.

The "1/4 more" theme was exploited by Minute Maid in the promotion to dealers. To win, dealers were required to display 1/4 more Minute Maid orange juice in frozen food cabinets (without reducing display of other Minute Maid products), and to display 1/4 more Minute Maid point-of-purchase materials.

Throughout the five-week contest period Sales Promotion Manager Richard H. Maass sent from New York headquarters lively reminders and prods, several times a week, to

division and district managers. Purposely kept short, these bulletins were accompanied by baggage tags, travel folders, miniature envelopes of sand, model airplanes, and notes signed "Florida Fishing License Bureau" and "Local Climatologicator."

To help executives introduce the contest to retailers, SPM Maass designed a special die-cut poster showing contest objectives from the dealer's point of view, prizes offered, and current consumer advertising copy. The cardboard broadside, measuring 11 1/2" x 14", opened up to reveal brightly colored display pieces, some pennant-shaped for stringing as a streamer, others arrow-shaped with space for prices. The piece was dual-purpose: to stimulate dealer interest in the contest and to serve as point-of-purchase material.

Minute Maid's division and district managers responded almost overwhelmingly. According to contest terms, their entries had to give documentary evidence of the degree of dealer participation. Entries came in huge portfolios, scrapbooks and other kinds of packages. One set arrived from New England in a big lobster pot.

Lloyd Arnoldy, district manager,

How to sell a \$3,000,000 product

Let Ralph E. Cross, executive vice president of The Cross Company, Detroit, tell you how advertising in *The New York Times* helps his company do the job.



The Cross Company is a leader in the manufacture of automation machines that are changing entirely previous concepts of production techniques. One Cross machine—the Transfer-matic—is 350 feet long. It performs 555 operations . . . with one man in control. Cost? About \$3,000,000.

The decision to buy these machines, Mr. Cross points out, "is made by top executives and directors far removed from our salesmen.

"We feel it is good policy, therefore, to keep all leading businessmen informed about the activities of The Cross Company."

That's why the company took large space in *The Times* to advertise its Transfer-matic. The Times, Ralph Cross believes, "is one of the best and most direct forms of communication with the leaders of the business world.

"Needless to say, our beliefs were confirmed by the results. Hundreds of requests were received from business men, bankers and others for our booklet, *Introducing Sectioned Automation by Cross*."

Is the job of your advertising to reach, influence and sell the men who make top-level management decisions? Then get all the facts about *The New York Times* and what it can do to make your task easier, your advertising more effective, more profitable.

The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"

FOR 36 YEARS FIRST IN ADVERTISING IN THE WORLD'S FIRST MARKET

California division, sent in over 100 pounds of newspaper tearsheets of advertisements for Minute Maid placed by dealers in his territory.

Gay Pryor, manager, Midcentral Sales division sent in almost 1,000 photographs of store displays of Minute Maid juice.

Information about demonstrations, parties for children, movie stars arriving by helicopter for gala promotions, piled up. There were tie-ins, several in connection with promotions of the Westinghouse refrigerator model with the Automatic Twin Juice Fountain. There was a tie-in with *Everywoman's Magazine* "Spring Festival." There were contests-within-contests, one distributor offering watches as incentives for his sales staff to increase Minute Maid volume.

Here's a typical case history from a district manager's entry: A five-store chain devoted the equivalent of 240 rows of cabinet space to Minute Maid orange juice; normal sales of 10 cases per week for the chain (two per store) rose to a total of 427 cases

(85 cases per store.)

Another district manager induced 650 stores to participate, some of them turning over their entire frozen food cabinet space to accommodate the promotion.

The Reuben H. Donnelley Corp. was in charge of judging retailer contest results. A group of merchandising experts served as judges for the sales executives' contest: Walter McKee, vice-president in charge of merchandising, Ted Bates & Co., Minute Maid's advertising agency, chairman; Richard Zimmerman, research director, *Super Market Merchandising*; Arthur Chadwick, merchandising director, *Life*; Richard Hormel, merchandising director, *Look*.

Says Sales Promotion Manager Maass: "Sales of Minute Maid orange are $\frac{1}{4}$ more than for the same period last year. A high level of sales enthusiasm was generated by the contest. This proves again that the success of any promotion is based on the complete cooperation and follow-through of the salesmen on the firing line."

The End

This Is Salesmanship?

Take a look at the list below. Do your salesmen use any of these phrases in talking with prospects? If they do, suggest that they reconsider . . . because these familiar lines were singled out by a group of buyers as

IRRITATING PHRASES USED BY SALESMEN

- "Better than ever"
- "This is a great seller"
- "See you next time"
- "You can't be without this"
- "Need anything today?"
- "I've got a dandy little item here"
- "Selling like hotcakes"
- "I've got a part here you can't run your business without"
- "Be back next week"
- "It'll sell"
- "This is the latest thing"
- "You're still in business, I see"
- "This here gadget"

The buyers, in this case, were talking about wholesale automotive parts salesmen who called on them. But it seems likely that other salesmen—perhaps your salesmen—might also use similar phrases, thereby irritating buyers.

The irritating phrases above were gathered in a survey by Dr. Charles L. Lapp, professor of marketing, Washington University, St. Louis. An indication of what buyers don't like in salesmen's talk may be found in the fact that seven of the 13 statements are superlatives.

Individual sales executives could do much—by thinking up and providing their men with new and pleasing selling phrases—to improve salesmanship and customer reaction to sales representatives.

You can sell anything in America... but at what cost?

**Some ideas of special interest
to manufacturers of consumer durables
whose mounting sales costs
threaten profit margins**

There was a time when a manufacturer with a fair-to-middlin' product could build a profitable sales volume just by telling a helluva lot of people about it over and over again. Came competition. Came higher operating costs. Today, for many, unit sales costs *must* be reduced. *Selective* selling and *selective* advertising are indicated.

So, isn't it possible that the manufacturers of certain types of consumer durables, like home appliances, could learn something from the tried and proved marketing and advertising methods of industrial equipment manufacturers? After all, many home appliances are to the home owner what plant equipment is to the factory owner. And the manufacturers of plant equipment have *never* known the relative ease of getting business through mass-market promotion techniques. They've *always* had to learn where to aim, how to aim, how to make it pay out.

These things are Standard Order of Procedure to the experienced industrial marketer:

1. To investigate the various markets

for each product in order to identify and cultivate the best prospects in the most fertile fields.

2. To apply a ruthless, realistic cross-examination to all available media so as to ferret out those which accord the best coverage of the best prospects under the best auspices—product by product and market by market.

3. To uncover the true conditions to be met in each field in terms of prospect viewpoints, prejudices, confusions and practices which might cue the best sales and advertising approaches for each product in each field.

4. To use all available devices to coordinate advertising, merchandising, sales promotion, distributor and dealer tie-in and publicity in order to squeeze the last thin dime's worth of value out of every dollar of advertising expenditure.

5. To address most of the advertising to those prospects who have an interest at the time—advertising that

tells them clearly and unequivocally what they want to know about performance, range of application, sizes, prices, availability, delivery, service.

6. To illustrate and describe products in ways that will help prospective purchasers to see the advantages of the product to them. (There's a big difference between merely *stating* features and telling what the features mean to the user.)

7. To make full use of all forms of product literature that might apply profitably—catalogs, bulletins, handbooks, instruction manuals, informative labels, article reprints.

8. To work persistently and unceasingly for improvement in every detail of sales approach, copy, media, merchandising.

It ain't easy!

These methods and techniques, which are all in the day's work to the trained industrial marketing man, are a pain in the neck to most advertising men who've been brought up in the consumer goods field. In the past, many manufacturers have not found it necessary to dig that hard or think that hard or work that hard.

Maybe, for many, it isn't necessary today. But we can't help wondering—aren't some manufacturers of consumer durables beginning to ask themselves:

"Could the judicious application of tested and proved industrial marketing techniques help us move more of our most profitable items at lower unit sales cost?"

THE SCHUYLER HOPPER COMPANY

12 East 41st St., New York 17, N. Y.
LExington 2-3135

MARKETING • ADVERTISING
SALES

"Advertising that sells by helping people buy"



Hesitation



Identification



Patternization

Your Salesmen Live in One of Six Worlds

BY WILLIAM L. McCASKILL

Sales Training Director, Worrell-Consolidated Laboratories*

"Each one of us has to live in most of them in turn before we can experience the full flowering of our abilities. Each of these worlds has its own viewpoints and attitudes, and the salesmen who inhabit some of them are bound to be lonely, confused and frightened."

Author's Note: The attitude and viewpoint of salesmen toward themselves and their jobs have a far greater effect upon their success than product knowledge or sales techniques.

If you are a salesman, you are right now inhabiting one of the salesman's six worlds.

If you are a sales manager, some of your salesmen may appear to you more like men from Mars than like humans, if you do not understand

their thinking in these different worlds.

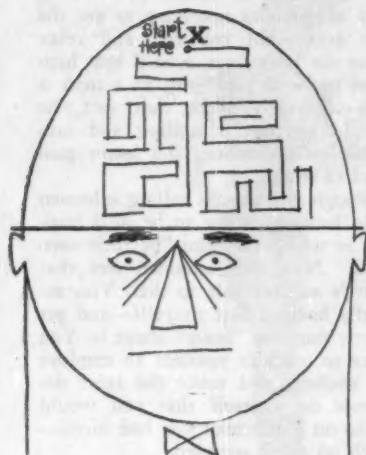
Every salesman is living in one of them and every one of us has to live in most of them in turn before we can experience the full flowering of our abilities. Each of these worlds has its own viewpoints and attitudes, and the salesmen who inhabit some of them are bound to be lonely, confused, and frightened. Let's take a trip to each world so that we may recognize and avoid the pitfalls, should we travel that way ourselves. Each of them has a name on the map. And each of them has a huge population. Here we go. See if you've

been there. See if you can tell where you are now.

Hesitation. This world of selling is characterized by a viewpoint which makes the salesman not sure of anything. He hesitates to decide that this is the job he wants, that this is the boss he wants to work with, and that this is the way he wants to sell the line. Everybody and everything is taken with a grain of salt. He is not willing to decide that this is *not* what he wants—he is just not sure exactly what he does want. Essentially, it is a teen-age reaction; he is just about as predictable as a young girl on her first date. So he steps up to his prospects and takes a weak and hesitant swing. If he hits the ball at all, it's a pop-up or a blooper, and certainly can't be expected to go for extra bases. It may not be true that "he who hesitates is lost," but it is quite true in selling that "he who hesitates will never find what he's looking for."

From this world the man is likely

*McCaskill's firm, located in St. Louis, manufactures floor care and sanitation products.

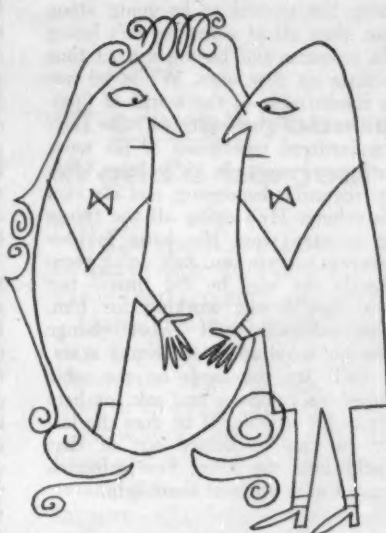


Frustration

to head one of two ways. His lack of success may convince him that he was right in hesitating. This is not the right job, boss, or product for him. So he takes job after job and takes a weak and hesitant swing at each, with the same results: not the job for him. Many men over 50, with years of selling experience, are still doing exactly that.

On the other hand, the salesman in the hesitation world may decide that the only way he can find out whether this is the job, the boss, and the selling method for him, is to step in swinging for all he's worth and not worry about all the balls he misses. He'll get at least a few long drives out of all those swings and will know better how to swing the next time. If he does this, he'll attract the attention of his employer and the chances are great that he'll step up into the next selling world. Some people never learn that Selling is a realm of *action* and that the most important rule is, "Do something, even if it's the right thing!"

Identification. In this world the salesman is progressive. He firmly identifies the things he wants to do and be. He begins "taking into himself" the characteristics he is convinced will be advantageous to him. "Acting them out" frequently, he learns them so well that they become a comfortable and dependable part of his personality. Usually, he finds a "mentor" from whom he is picking up these valuable viewpoints, charac-



Realization

teristics, and attitudes. He identifies himself with the mentor and tries to become the mentor. In some cases, this is a figure in history, or it may be some admired man whose autobiography he has closely studied. More often, it is some successful salesman who is friendly to him. Most companies do not leave this important identification to chance. They see to it that it is the boss, the sales manager, the sales supervisor, or the sales trainer who becomes the mentor in the mind of the salesman. Certainly, every beginning salesman needs one, and a good one. During this period, the salesman is receptive and flexible; he learns and improves rapidly.

There are, however, some dangerous pitfalls for a salesman in this position. The mentor, or idol, whom he has chosen may be copied too exactly. Instead of introjecting into himself *just* the advantageous characteristics of that person, he may try to pick up *all* of his characteristics. Especially he may copy the more dramatic expressions such as shock technique or flamboyant showmanship which he, himself, will not be ready or able to use properly for quite some time. If his mentor uses foul language, drinks heavily, and has a rather loose moral code, the salesman may adopt these. It is important for the salesman to take an objective and realistic view of his mentor and pick up only those qualities which he, personally, can use to advantage. If he tries to copy his men-



Determination

tor's technique too exactly, he is likely to look like a man who is "acting like a salesman." And he must remember that his mentor did not succeed because of his unsocial expressions, but in spite of them. It is certainly not sensible for the salesman to put those same stumbling blocks in his own path. Yet many do.

One of the most dangerous attitudes in this "world" is for the salesman to regard the mentor as a sort of *parent* figure. He becomes *dependent* on this parent figure, looks to him for all decisions and motivations, makes strong demands on him for attention and pity which he usually calls "understanding." The salesman wants to be petted and praised, rebuked and spanked. If his mentor refuses to act as a parent and insists that the salesman act on his own, the salesman is likely to become resentful and emotional. Usually he quits that job and goes looking for another "papa." Many salesmen remain in this phase all of their lives.

Patternization. This world of selling is vastly overpopulated. As you might expect, both the birth rate and the death rate are high. Herein are the 80% of men in the selling field who do 20% of the business. They are the marginal men who just about pay for themselves. Probably the reason for the high mortality rate is that these men are preventing company growth in about 80% of the total territories: A company on the

move cannot stand for that too long.

The salesman in this world feels that he has "arrived." He's comfortable. He has decided on a definite and inflexible pattern. It brings him to a certain amount of success and he will defend his comfortable pattern to the death (usually his own as a salesman). We always get a feeling of security while sitting in an easy chair, but it is certainly a poor posture in which to meet the attacks our more alert competition makes on our security. This salesman has found what is essentially an "easy chair." He has decided which accounts are the easiest to sell; they are therefore the only ones to call on. His presentation is in a standardized pattern which is easy to deliver. The products he pushes are the ones which are the easiest to talk about. Usually he uses only about four hours in the day for selling: It is easier to get interviews in these hours. He has decided exactly how much time and vigor he can put into his job, because he certainly is going to take no chances on burning himself out. All work and no play makes Jack a dull boy, you know. This salesman feels safe and comfortable so long as he's sticking to his pattern, and efforts to get him to change it will be met with intensely emotional resistance and some well practiced rationalizations.

If this salesman took an honest and realistic look at the way the world works, his complacency would blow up in his face with a resounding bang. He would find that he is selling his birthright for a mess of pottage. Selling is too dynamic to remain "patternized." This salesman is using about one-tenth of his native ability. He is selling about one-twentieth of the customers he should be selling. And he is selling them only about one-fifth of the products they should be sold. That's all his rigid pattern allows him to do. What usually happens is that on his first couple of swings around the territory, he sells the easy-to-sell prospects. He feels that he is doing pretty well, has some figures to prove it, and decides that he had better stick exactly with the methods which accomplished that initial success. On succeeding swings, he bumps up against the "tough ones"; some of the easy ones have since been taken away by competition. If the salesman does not put a veil of false rationalizations over the picture, he is likely to make it into the next world.

Frustration. This salesman has hit a slump. It's bothering him a great deal, and it's frightening him even more. Is he losing his touch? Every-

thing has seemed to be going along fine, then all of a sudden he's losing old accounts and having a hard time picking up new ones. While he was so comfortable in the world of "patternization," he expected time and standardized repetitions of his work pattern to advance his volume. Just the reverse is happening, and it's very disturbing. He's doing all the things he is sure were the basis for his previous success, and he's doing them exactly the way he did then—but now they're not working for him. This salesman will either change jobs and wind up the same way again, or he'll lay the cards on the table before his company and ask for help out of his trouble. If he does the latter, he can be helped out of that world into the next. Few salesmen get out of it without some help.

Testing in Comfort

Practicing what it preaches, E. I. du Pont de Nemours & Co. has equipped some of its "Freon" refrigerant salesmen's automobiles with air conditioning to gain first-hand information on the use of such units.

Six cars were fitted for the tests this summer, with two cooling units supplied by each of three auto air conditioner manufacturers. Standard models of these air conditioners were chosen for testing under routine driving conditions in the South and Southwest.

Realization. In this world, the salesman is seeing things clearly, and without the usual veil of false pride and false rationalizations. His viewpoint is objective and realistic. His superior may guide him through a true analysis which will reveal valuable facts: Much of his early selling technique has been "forgotten" and is no longer used; he has not advanced his selling performance beyond the demands of the easy-to-sell prospect—that's why he's calling on too limited a group of prospect types and is selling too limited a group of products. Other salesmen are selling those accounts and products. The salesman may realize for the first time that it is up to him to learn how to sell them also, if he's ever going to increase his sales volume. He can see, now, that success is not based

on deciding just when and how hard to work. To succeed in selling, you do whatever is necessary, as long and as often as necessary to get the job done—and you rest and relax *after* the job's done, even if that happens to be at midnight. If a man is not willing to face that fact, he should get out of selling and into some less demanding and lower paid kind of effort.

People are always telling salesmen how lucky they are to be in a business in which they can "be their own boss." Now this salesman sees that there's another side to that. You actually have to *boss* yourself—and get pretty doggone "bossy" about it. You have to consider yourself an employee of yourself and make the same demands on yourself that you would make on a salesman you had hired—with no alibis accepted.

Determination. The salesman living in this world is a tough man to buck in the field. The account you feel is sewed up tight is likely to be the very account he takes away from you. If a competitor puts a man like this in your territory, you'd better get busy. He'll make trouble for you, and plenty of it. This salesman is firmly convinced that he's as good as the best, and that, even though he may not know how right now, *he can learn* how to sell any account or any product on earth. The dangerous thing about this man is that he doesn't just *think* he can do it. He gets out and *does* it—and enjoys every minute of it. The buyer may procrastinate, but he *cannot turn this man down*. The salesman knows that the "tough" customer is his best sales training. He searches for contacts of this kind rather than avoiding them. He knows that he'll meet other customers like him and that the only way he can learn to handle them is by calling on them and trying one thing after another until he hits the right combination.

This salesman is flexible, progressive, cooperative, and a good team man. But he doesn't want anyone doing his job for him, because he knows that the only way he'll ever learn to do that job right is by doing it himself. Most important, he is firmly convinced that there isn't anything in this world that he can't do as well as the next man, if he sets his mind on it and goes after it with all he's got. *And he's right.*

If you are of the frame of mind found in salesmen who inhabit this last world of selling, you may not be a master salesman as yet. But be sure of one thing: *You will be.*

The End



**"Of course you can use the
World's Largest Display Builder!"**

If you spend any amount of money on exhibits, Gardner Displays—world's largest—gives you best assurance of top value, performance and results at costs you can afford.

Gardner's acknowledged leadership puts to work for you topflight design . . . top brains in mechanical and electronic engineering . . . the nation's most diversified staff of display craftsmen and nationwide service.

Nowhere else can you get so much experience, know-how and ability to fill your display needs. Yes, and cost-wise, you'll agree that *you*, too, can use the world's largest—Gardner Displays. Your first inquiry will let us prove it!



World's largest designers and builders of
Convention and Trade Show Exhibits
Mobile Demonstration Units • Training Aids
Models • Dioramas • Point of Purchase Displays
Show Rooms and Interiors
Sales Meetings • Properties • Special Presentations



GARDNER DISPLAYS

Visit our National Showroom, Penthouse,
41 East 42nd Street, New York City

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• Partial view of 80-foot exhibit for H. J. Heinz Company



GARDNER DISPLAYS

PITTSBURGH 13, PA. 477 Melwood St., MAYflower 1-9443
DETROIT 26, MICH. 810 Book Tower Bldg., WOODward 2-3557
CHICAGO 8, ILL. 1937 W. Hastings St., TAYlor 9-6600
NEW YORK 17, N. Y. 41 East 42nd St., VANDerbilt 6-2621

All postmarks are actual reproductions. Post offices mentioned in the text really exist.



The true small town is the Grit small town

You miss the Mark (Ill.) when you judge the true small town by population alone.

You've got to consider geography as well as numbers. Your true small town is a place of 2500 or less, far enough away from a major city not to be magnetized by it. It's what leaps to your mind when you think of bandstands and village meetings and Fourth-of-July oratory.

Put 16,000 such small towns together and you've got a market of mighty proportions. But a market not so easy to approach. Many of the towns don't have newspapers or even newsstands. Magazine subscription crews don't reach them. TV coverage is weak. True small towns are America's least exploited market.

There is a path to them though. Grit. Here is the one national publication edited specifically for small towners, delivering exactly 58.58% of its 800,000-

plus weekly copies to them. Your true small townner gets news from Grit, recipes and household hints from Grit, comics and healthy fiction from Grit, man-about-the-house projects from Grit, inspiration from Grit. Grit is his mirror to the world.

All of which makes it logical that small-town families buy the products they see advertised in Grit. That's a subject we delight in talking about, because we have a Peck (Idaho, Kans., Mich.) of indisputable proof.

You can have a dominant, year-round campaign in Grit for the cost of one full-page ad in a mass-audience magazine. A small price, surely, to Contact (Nev.) the Fertile (Iowa) Fields (La.) Grit represents.

Grit Publishing Co., Williamsport, Pa. • Represented by Scolaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia; and by Doyle & Hawley in Los Angeles and San Francisco.



Be Proud to be "Pro"-Profit, because . . .

Profit

IS the basic essential to the success of any manufacturing enterprise.

MAKES it possible for us to build strong management—for the very atmosphere of success that surrounds a profit-minded and profit-making company attracts and inspires men of vision and ambition to the executive ranks of that company.

PERMITS and encourages (through its use) the laboratory research and engineering development necessary first to the survival, then to the growth of any company operating in a free economy.

ALLOWS us to buy more modern, more efficient machinery—which in turn should bring us still more profit.

PERMITS us to pay good wages and to provide more employment.

ENABLES us to become a constructive force in our plant communities, contributing our just part to the public welfare.

LETS us rest secure upon a fair price structure, rather than being panicked into economically suicidal price-cutting orgies.

ATTRACTS to our organization distributors and dealers of the highest calibre.

IS something we must do in order to progress, just as we must progress in order to profit.

—From a talk by Roy C. Ingersoll, president and chairman of the board, Borg-Warner Corp.

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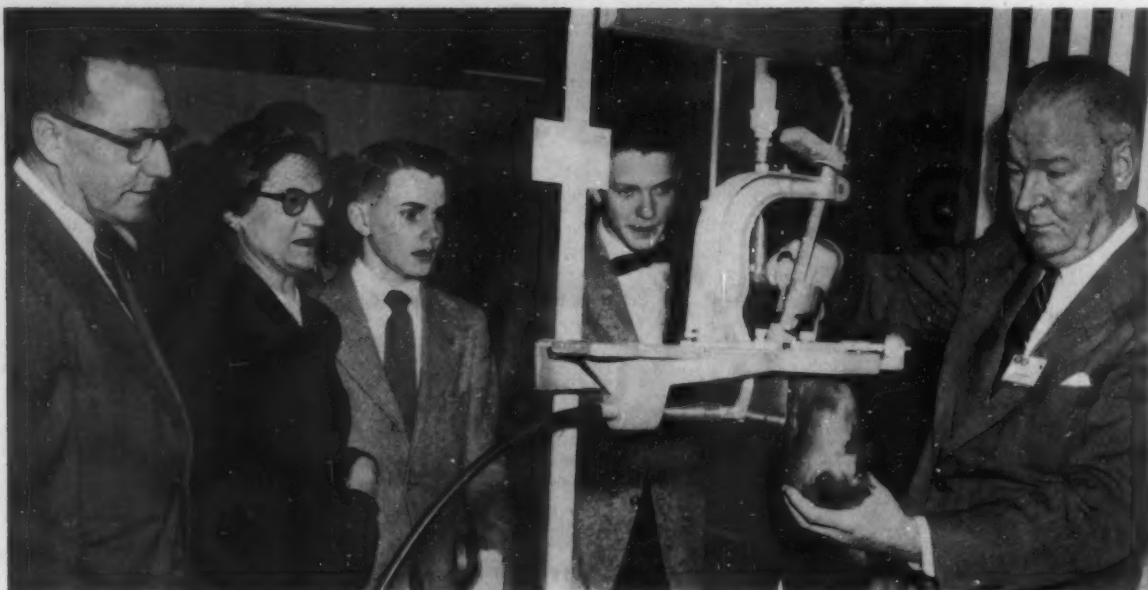
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STAR of this "floor show" at a Dewey & Almy Product Night party was a man-and-machine team in a demonstration of how to vacuum-seal a ham in a Cryovac bag. Enthralled with the performance are four party guests, a

member of the D&A engineering department, his wife and two sons. Fete was one of several plant parties staged by different D&A divisions to acquaint employees, their families, friends and neighbors, with what plant makes.

Dewey & Almy Lets Its Right Hand Know What Its Left Hand Is Doing

Six divisions rotate in host role at product parties as employees bring wives for tour of plant, buffet, prizes and talks about . . . what they make, how they make it, who buys it, and what it's used for. Everybody asks questions.

As Told to Dan Callanan
BY GEORGE W. BLACKWOOD • Vice-President
Dewey & Almy Chemical Co. (Division of W. R. Grace & Co.)

A year ago if you were to ask any Dewey & Almy employee, "What do you people make at Dewey & Almy?" chances are he'd reply, "Gazintas." And if you were to ask for an explanation of this strange product, he'd tell you that everything made at D & A "goes into" something else.

But if you were to ask that same question today, you'd get a much clearer answer from any of D & A's 1,000 headquarters employees,

their wives, children, neighbors and friends. That's because D & A has been conducting Product Parties to let its right hand know what its left hand is doing.

These Product Parties have proved well worth the time and money invested in them because they do so much to make our manufacturing, research and sales people all conscious of our customers and their problems.

You see, we have 11 divisions at D & A. Each serves a different

field. Each has its own products, its own method of distribution, and its sales and operating personnel. In such a heterogeneous working atmosphere, it's easy for employees to lose sight of what is being done by their fellow workers in other divisions.

About a year ago some of our manufacturing personnel came up with a suggestion: "How about having a series of Product Nights where employees of one division can explain to their friends in other divisions what they do, what they make, who buys it, and what it's used for?" Management was delighted with the idea and gave it a green light right away.

The first Product Night was sponsored by our Cryovac Division. It was a Cryovac Carnival, with the division's 100 employees on hand to demonstrate the process for the vacuum-sealing of meat, poultry and cheese was developed, how Cryovac bags are manufactured, how they are sold to 500-odd meat packers throughout the country, and how these packers, in turn, use the Cryo-



Packaging

TAKES Teamwork . .

it isn't bought by one man

There is no set pattern as to the number of persons, or titles that influence packaging decisions...

Packaging Parade

REACHES THEM ALL...

Effective selling calls for reaching all those who influence packaging decisions. That is why PACKAGING PARADE is essential. It reaches all the key people in all major buying concerns. Here's how:

1. **Selected coverage:** Packaging Parade's 18,500 circulation is confined entirely to large and medium buyers that account for over 75% of the industry's total sales.
2. **Concentrated coverage:** Packaging Parade concentrates its coverage on the domestic market where selling is more convenient and economical.
3. **Full-account coverage:** Packaging Parade is read by all key people in major buying concerns who are likely to make, or influence, buying decisions.

PACKAGING PARADE's complete, full-account coverage of important domestic buyers provides effective sales coverage for advertisers who have increased their use of PACKAGING PARADE by more than 54% within the last five years —convincing evidence that PACKAGING PARADE can be an important part of your sales effort. Let us show you how.

Smith, Kline & French, Philadelphia

R.J. Bartlett, Prod. Engr.
J.G. Blair, Pkg. Sec.
A.H. Burr, Pkg. Engr.
D.R. C.H. Cunov, Mktg. Sec.
Dr. J. Farrell, Fin. Head
P.A. Geary, Pkg. Dev.
R.W. Hompe, V.P.
C.G. Noble, Pkg. Sec.
C.G. Ricketts, Purchasing
W.R. Scedres, Prod. Dev.
Dr. E.V. Scedres, Prod. Dev.
C. Trezona, Adm. Asst.

BPA
NBP



CONCENTRATED ON DOMESTIC BUYERS

A HAYWOOD PUBLICATION

PACKAGING PARADE's coverage of key packaging people at Smith, Kline & French, Philadelphia, is typical of its full-account coverage of major packaging users. These people at Smith, Kline & French receive and read PACKAGING PARADE.

PACKAGING PARADE

22 EAST HURON STREET • • • CHICAGO 11, ILLINOIS

DON'T FORGET THE 2nd!

2 Dip Cone
10¢



Vigilance pays off! Advertisers who have kept a watchful eye on South Bend—Indiana's 2nd market in sales and income can tell you that! South Bend is not only Indiana's 2nd City Corporate Area—but it's the Nation's fifth richest market in family income, with a Metropolitan Area effective buying income of \$477,674,000. The "2nd-dip-on-the-cone" is the fact that you saturate this market with only one newspaper—The South Bend Tribune. Learn more. Send for free market data book.

The
South Bend
Tribune



The South Bend, Ind. Market:
7 Counties, 1/2 Million People

Franklin D. Schurz — Editor and Publisher

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

vac process to stimulate sales in super markets, etc.

Employee response to this first product night was terrific! We knew immediately that the money and time involved had been well spent.

Several months later a second party covered the operation of three divisions—Organic Chemicals, Print Products, and Shoe Products. This party was built around a fashion show staged for us by designers and buyers from Morton's of Boston. The fashion theme was appropriate for these divisions because they sell their products to people in the fashion-conscious plastic, shoe, and textile industries.

In the spring our Container Division and our Adhesive Division teamed up to build their package party around the company's display which is featured at trade and industrial exhibits around the country. The 60-foot booth was resting between shows—all crated up in our stockroom.

A week before our party the exhibit was set up in the plant cafeteria and our salesmen began rehearsing their talks, so that our own employees could see and hear what is presented to our customers.

This helped to advertise the pack-

THE SALES CHIEF

When George W. Blackwood graduated from Harvard in 1937, he joined Dewey & Almy as a sales engineer in the Container Division. Eight years later he was made sales manager of the division and in 1948 became an assistant to the company's general sales manager.

Since 1952, when he was elected vice-president, Blackwood has been responsible for sales planning and liaison with manufacturing for five D&A divisions.

He is a member of National Sales Executives, Inc., and the Boston Sales Managers Club as well as many social and trade organizations.

age party. Our 600 tickets were bought up the first day they went on sale. We charged 99 cents to help cover the lobster menu for the buffet supper which followed a tour

of the plant laboratory.

The tours began at 6 p.m. Led in groups of 10 or 12 by guides from our secretarial staff, the guests saw a section of our Container compound research and testing laboratories.

Department heads explained testing procedures, operators demonstrated the functions of their machines, and—with appropriate chatter—the guides provided transitions from one setup to the next.

Within 20 minutes the guests found themselves in the cafeteria for their buffet supper, after which they had time to examine the display.

Then we began drawing for door prizes. Each was gift-wrapped to tie in with the party's package theme. And, as these mystery prizes were awarded, we pointed out how our Container and Adhesive Division had helped to manufacture each of them.

For example, we mentioned the resin emulsion adhesives used to seal the cardboard bottoms on the cases of soft drinks that were given away. And, as a half dozen cans of lather shaving cream were awarded, we pointed out the D & A gasketing compound used in aerosol containers. As another "lucky winner" stepped up to receive an 11-pound canned

One **PAPER**

GIVES YOU COMPLETE COVERAGE IN AKRON'S BILLION DOLLAR PLUS MARKET

Akron's One Billion Forty Million Dollar Market is served by only ONE powerful newspaper — the Akron Beacon Journal. You get complete coverage of this fertile market at one low cost either Evening or Sunday. R-O-P color available in all issues.

ONE LOW RATE	CIRCULATION	POPULATION
Evening or Sunday	Evening, 155,154 Sunday, 162,175	Metro. Area, 446,100 Ret. Tr. Area, 578,300

AKRON BEACON JOURNAL

STORY, BROOKS & FINLEY, REPRESENTATIVES - JOHN S. KNIGHT, PUBLISHER



Sample No. E-56
Size closed
3" x 4 3/8"

*Not just during
the Holiday Season . . .*

but all through the year, give memo books to your customers—distribute them at meetings, conventions and your trade shows. Have your salesmen give them out on their calls or insert them with your mail.

With your ad gold-stamped on the front cover and additional advertising copy printed on the inside of the cover, these memo books put your name right in the hands of the people you want to remember you.

Available in various colors and grains of genuine and imitation leather. Tell us how many you can use and we'll send a sample and give you full cost information by return mail.

ADVERTISING CORPORATION OF AMERICA
Manufacturers Easthampton, Mass.
OFFICES IN NEW YORK • CHICAGO • PHILADELPHIA

Building Industry Magazine Sparks Drive for Remodeling & Repair Volume

Associations, manufacturers and builders respond to *Practical Builder's* prolonged editorial campaign to win recognition of sales opportunities in huge light construction remodeling and repair market.

To sales executives who really know the building industry the fact that remodeling, alteration and repair represents 39.2% of total light construction volume is not news.

While both *Practical Builder* and its companion publication, *Building Supply News*, have constantly focused manufacturer attention on this lucrative source of building products sales, it was not until after 1950 as the big postwar residential building boom began to taper that remodeling and repair became widely discussed as important markets for building products.

Remodeling and repair totaled \$13.5 billion in volume in 1954, according to Department of Commerce and Department of Labor joint estimates. When this is compared with the \$14.2 billion new residential building volume for 1954, it is easy to realize the importance of this market segment. It is an indication (along with other straws in the economic wind) that remodeling, alteration and repair may soon be the most lucrative segment of the light construction market available to building materials and products manufacturers.

Entire Industry Follows PB Lead

Practical Builder's relentless editorial endeavor to bring the Building Industry to a full realization of the opportunities that exist in remodeling and repair volume has inspired sales drives which will be aimed at all facets of the market in coming months. The complete story will be featured in PB's annual "Modernization" issue, published in October. The following quick summary indicates the widespread interest in a market to which no one excepting *Practical Builder* gave more than passing attention until three years ago:

"Operation Home Improvement"—A nation-wide campaign supported by the Administration, sponsored by the U.S. Chamber of Commerce and organized by its Construction and Civic Development Manager, F. Stuart Fitzpatrick.

"ACTION"—(The American

Council to Improve Our Neighborhoods, Inc.) — non-profit, industry-sponsored group organized to improve neighborhoods and communities wherever there is a need for reconstruction and rehabilitation.

"WHAM"—catch title for the National Warm Air Heating & Air Conditioning Assn's nation-wide modernization program to upgrade heating systems and introduce central air conditioning in old homes.

"Operation Attic"—sponsored by the Western Pine Association — encourages utilization of attic space and similar areas in add-a-room activities. Other Campaigns — such as the Douglas Fir Plywood Association, the Master Plumbers Association, the National Association of Real Estate Boards and the National Retail Lumber Dealers Association promote more remodeling and repair work. In addition to these association activities virtually all of the larger building product firms — Wood Conversion Company, U. S. Gypsum, Armstrong Cork Company, National Gypsum and Johns-Manville among others—have either set up or are organizing operations to corral a much greater share of what is developing into "building's biggest market".

How to "Cash In" on It

Prime consideration for any building products manufacturer who wants to cash in on the market is to make sure his distribution is as wide-spread as possible, and that his sales story reaches as many builders as possible (Remember, the light construction industry is comprised of a large number of small segments—not a small number of big segments).

Sales executives desiring specific market information or experienced assistance in making their building industry sales and advertising plans may write Industrial Publications, publishers of six building industry magazines, at 5 South Wabash Ave., Chicago 3, for general or specific data on this booming market with its promising volume and profit future.

THE COMPANY

The Dewey & Almy Chemical Co. was founded in 1919 by two graduates of the Massachusetts Institute of Technology—Bradley Dewey and Charles Almy. Their first product—a sealing compound for the can industry—earned the firm a reputation as a leader in the chemistry of fine particle dispersion.

From this common denominator D&A products have grown to include shoe materials, resin adhesives, soda lime, organic chemicals, textile print blankets, meteorological balloons, battery separators, chemical products for the construction industry, flowed-in gaskets for industry, and Cryovac bags for food packaging.

Company practice of returning approximately 5% of its sales dollar to research and development has abetted the firm's rapid growth.

D&A has headquarters in Cambridge, Mass., and 15 other plants throughout the nation, Canada, Europe and South America. In November 1954, D&A became a division of W. R. Grace & Co., New York, N.Y.

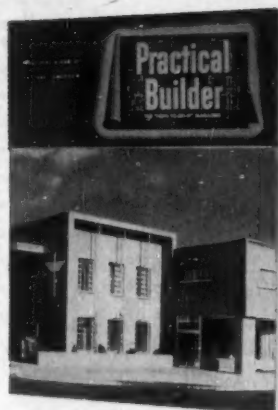
ham, he was reminded that most of the tin cans made today depend on a D & A sealing compound to keep them airtight.

Other typical door prizes: a case of dog food, a case of assorted soups, a year's supply of toothpaste, half a dozen cans of snails. Each prize represented products protected by containers produced by D & A's customers.

Just before the last 15 prizes were awarded, we dimmed the lights and showed "The Miracle of the Can," a color film produced by American Can Co. Our guests saw in detail how "little ribbons" of D & A's sealing compounds provide cans with the gasketing material necessary for an airtight closure.

The whole program ended promptly at 9:30 p.m. But it was 11 o'clock before the last question was answered for the evening.

The End



You buy all when you buy **PB**

You're paying for it, Mr. Advertiser... so why not get it?

Why settle for less than the entire light construction market?

*Certainly, your sales promotion program for the year ahead must include not part but all of it. And that's precisely what **practical builder** gives you. It is the only builder-book edited for the entire builder-market. Its builder-readers erect 7 out of every 10 dwelling units; do 60% of all new light construction; do most of the industry's repair and remodeling. It's as simple as ABC: to sell builders you must reach builders. PB delivers the greatest builder-circulation, the greatest builder-readership, the greatest builder-loyalty, the greatest builder-buying-power. And all at the lowest cost!*



**...of the light
construction industry**

© INDUSTRIAL PUBLICATIONS, INC., CHICAGO 3

42.5% of the Light Construction volume is *new* residential building: rural, small town, suburban and metropolitan areas.

36% of Light Construction volume is remodeling, alteration, repair: a steadily increasing market for *all* kinds of building materials, tools, equipment.

6.8% of the Light Construction Market is miscellaneous non-residential building (Schools, Churches, Auditoriums, etc.).

6.7% of the Light Construction Market is new industrial building (Small Factories, Warehouses, etc.).

2.8% of the Light Construction Market is Public Utility.

2.7% of the Light Construction Market is Farm Service buildings.

2.4% of the Light Construction volume is Commercial Building.

0.1% of the Light Construction Market is all other private building.

[Above statistics based on Department of Commerce 1952-1953 totals.]

Shares of National Expenditures by Media Types

	Radio	TV	Magazines	Newspapers	Outdoor	Business Papers
1935-9 Avg.	22.3%	...	31.6%	29.3%	5.5%	11.4%
1940-5 Avg.	29.1%	...	31.2%	20.4%	4.2%	15.1%
1946	26.1%	...	33.9%	19.1%	4.6%	16.3%
1947	23.5%	...	33.8%	22.1%	5.2%	15.3%
1948	23.4%	...	32.2%	23.8%	5.4%	15.2%
1949	21.8%	2.8%	29.2%	27.1%	5.0%	14.1%
1950	20.1%	7.5%	27.4%	27.3%	4.9%	12.8%
1951	18.1%	13.2%	26.7%	24.5%	4.5%	13.0%
1952	13.0%	15.0%	27.6%	24.1%	4.7%	15.6%
1953	11.4%	18.0%	25.8%	24.9%	4.6%	15.3%
1954	9.7%	23.0%	24.5%	23.6%	4.5%	14.7%

NOTE: Due to rounding, a couple of lines don't total 100.0% even!

Who Loses, As TV Gains?

The vice-president in charge of media of one of the ten largest AAAA agencies in the country, expressed violent disagreement with the last paragraph of SALES MANAGEMENT's Trends, August 1, which reads:

"So it seems that there is enough prosperity for all. Printed media are more than holding their own despite the continued growth of television and the spirited comeback in the radio field."

This media head, who asks SM to withhold his name writes:

"Forgive me but I would like to disagree violently. . . ."

"It seems to me that the payoff in the sale of media is how the various

media are doing not on an absolute basis and not even on a relative basis, one against the other, but instead on a basis relative to the business to be had—namely, the total of advertising expenditures. In short, 'share.'

"For the last 20 years all media have been on an easy street so far as increase in revenue is concerned. They have all been so busy raking in ever increasing annual revenue that I think it has blinded both magazines and newspapers to the fact that they are continually losing share. I am just in the process of updating a whole lot of general advertising trend data including this particular subject and you might like to contemplate the *Printers' Ink* based figures—national advertising expenditures only —6 major media taken as 100%—

magazines, newspapers, trade papers, outdoor, radio and television — all taken as 100% per year and coming out as per the attached sheet for the periods shown.

"I believe the table at least modifies your quoted paragraph . . ."

Editor's Note: Did this agency vice-president take into full consideration the fact that if one new medium comes into the picture and becomes solidly established, the others necessarily have to share a smaller sector of the pie? How could it be otherwise? Since television became a factor, both magazines and newspapers have dropped on a percentage basis, but the drops in each instance have been less than 5%, while outdoor and business papers have held their own. There's an old truism to the effect that a third of a dime is bigger than half of a nickel. **The End**

to sell the
Kansas farmer

buy
the

Kansas Farmer

PUBLISHED BY CAPPER PUBLICATIONS—LARGEST AGRICULTURAL PRESS IN THE WORLD
Sales Offices: New York, Cleveland, Chicago, Topeka, Los Angeles and San Francisco



New Federal Data Helps You to Pinpoint Prospects

Suppose that you wanted to place a product first in the largest, then in progressively smaller, grocery stores. Could you find the stores? Or suppose that you had a calculating machine, which you were sure could be used in factories hiring 200 to 300 workers. Would you know where to look? Where would you find the largest plants making home furniture, or, for that matter, the smallest?

Together the Department of Commerce and the Department of Health, Education and Welfare have just published 10 volumes, "County Business Patterns—First Quarter 1953," which can help you to solve just such puzzles. Based on Social Security taxes on pay rolls, they show where business is located, county by county.

Lists Industry by Kinds

On a typical page, the first volume lists kinds of industry and business. The rows show (1) the number of employees in mid-March, 1953, (2) the January-March taxable pay roll, (3) total reporting units, (4) the number of reporting units hiring fewer than three, from four to seven, eight-19, and so on up to and beyond 250-499.

Suppose that you were looking for men's clothing manufacturers. You might do it in some such way as this: The volume, "United States Summary," tells you how many plants of a given size you will find throughout the country. Then, you consult the nine regional volumes, taking down the numbers first in each region and then in each state. Where you found enough clothing plants to interest you, you would go on to search the counties. After that, you'd need telephone and other directories.

"County Business Patterns" does not pretend to measure purchasing power. However, Commerce Department statisticians compared pay rolls, as reported in these volumes, with "Net Dollars" for 1953 as shown under "Effective Buying Power Estimates" in *SALES MANAGEMENT'S Survey of Buying Power*. For cities the agreement is close. Naturally, the figures diverge for farm territory, for some of the wealthy suburbs, etc.

Several cautions must be noted in using the volumes. They don't disclose sudden change, but instead measure what changes slowly, such as the location of factories and stores. The classifications of kinds of business are sometimes loose. Thus the

caption "Chemicals and Allied Products" covers drugs, soap, plastics. If you were looking for just one of these, you would be disappointed. You'll find Merchant Wholesalers, but won't discover what they carry. Chain and unit stores are not differentiated. Since they were not subject to pay roll taxes, family businesses are left out. Employment and pay rolls are taken for the first quarter, when one business may be in full production and another closed.

The idea of tabulating Social Security data by county was inspired shortly after the war by William H. Finigan, market research manager, National Cash Register Co. In search of reasonably up-to-date county figures, he visited Nelson Miller, then chief of the Distribution Unit, Department of Commerce. Miller took him to Baltimore, where they inspected Social Security files.

It didn't take long to plan how the figures might be published. Unfortunately, there was no Government money to finance the venture. Finigan

suggested to the Office Equipment Manufacturers Institute that it foot the bill, and so, financed privately, the first volumes, covering the first 1946 quarter, were published.

Since then Congress has voted appropriations to bring out volumes every two years. The figures are two years late. By use of the Census Bureau calculator, Univac, future editions may appear more promptly. Since the data must first be used within the Social Security system, there's no hope of their being published except a few months after collection.

The statistics are used to find where businesses are located. As sales managers and market analysts become more familiar with them, they probably discover new uses.

Volumes may be ordered from the Superintendent of Documents, Washington, 25, D. C. Here is the list:

United States Summary, \$1.25; New England States, 75c; Middle Atlantic States, \$1.50; East North Central States, \$1.75; West North Central States, \$1.25; South Atlantic States, \$1.50; East South Central States, \$1; West South Central States, \$1; Mountain States, 75c; Pacific States and Territories, \$1.

The End

**No wonder builders say
their top magazine is
Better Homes & Gardens!**



TELEGRAM FROM: Michael K. Stoltz,
Spokane, Washington

"CONSIDER BETTER HOMES AND
GARDENS IDEA HOME FOR 55
AS GREATEST YET. EXPECT 50
TO 60 THOUSAND ATTENDANCE.
LOCAL SUPPLIERS CONSIDER
BH&G PROMOTION HOME TOPS
IN SELLING THEIR PRODUCT
TO PUBLIC."

Be sure to see BH&G spread on Page 78

No wonder builders say
their top magazine is
Better Homes & Gardens!



TELEGRAM FROM: Jim Nuckolls,
Tulsa, Oklahoma

"WE HAVE ALREADY SOLD THE 1955
BETTER HOMES AND GARDENS 'IDEA HOME'
HERE IN TULSA AND HAVEN'T EVEN
STAKED IT OUT. AM VERY ENTHUSIASTIC
ABOUT ITS VALUE TO US IN REGARD TO
DIRECT SALES. WE ARE GOING TO BUILD
IN TULSA'S PARADE OF HOMES, AND ARE
CONFIDENT THOUSANDS OF PEOPLE WILL
SEE IT AND FIND IT JUST AS EXCITING
AS WE DO. BH&G PROMOTION PACKS THEM
IN AND WE DO THE REST. MAY I SAY
THANKS FOR THE OPPORTUNITY OF AGAIN
WORKING WITH YOU FOR THE THIRD
STRAIGHT YEAR."

Be sure to see BH&G spread on Page 78

To sell the engineered
construction markets,
your best buy is

CIVIL ENGINEERING

- 1 90% of CIVIL ENGINEERING'S 38,000 readers are members of the American Society of Civil Engineers who must meet continuously the Society's rigid requirements as to construction experience in "responsible charge of work."
- 2 CIVIL ENGINEERING is unsurpassed in continuity of readership. 87% of these readers continue to read year after year. They are not "in-and-outers" but devote their lives to construction.
- 3 CIVIL ENGINEERING'S editorial content is functional and authoritative. 95% of its articles are written by top-flight engineers actively engaged in important projects. Civil Engineers spend an average of 3½ hours reading time with each issue of C.E.
- 4 CIVIL ENGINEERING produces results. 36,715 product information requests were received from one issue alone, resulting from a listing of advertisers' literature.
- 5 CIVIL ENGINEERING builds advertiser satisfaction. More manufacturers of equipment and materials than ever before are advertising in CIVIL ENGINEERING. Year after year, C.E. has shown a continual gain in advertising lineage.

Engineers are educated to specify and buy.

CIVIL ENGINEERING

The Magazine of Engineered Construction
The American Society of Civil Engineers
33 West 39th Street, New York 18, N. Y.



It's Comprehensible and it's economical to buy THE NEW BUY, TOO

The cost to reach more than 300,000 families in any other way than the comprehensible way would be prohibitive. Take a good look at our rates for black and white and full color advertising and you'll agree it is the economical way to cover one-third of Florida's boom markets that are not covered by any publication (newspaper or magazine) printed or distributed in Florida.

Now full color advertising is
available . . . Produced by the
New Perry Process

This new method of printing direct from original magnesium engravings reproduces advertising of excellent quality.

We require the same material for full color reproductions as that furnished to rotogravure magazines.



OCALA, FLORIDA
Represented Nationally By
JOHN H. PERRY ASSOCIATES

Sales and Kids Go Up and Round

Where kids go, parents go—and buy. And nothing draws kids like a circus merry-go-round.

Since May 1954, the Dr. Pepper Co., Dallas, has been luring two-to-11-year-olds into grocery stores with free rides on a musical carousel. Except for the horses' reins, there are no strings attached. The company representative concentrates first on offering a ride and helping little horsemen on and off the backs of Champion, Trigger, Molly, Diablo, Buttermilk, Silver, Romeo and Nellie. Afterwards he tactfully suggests a purchase of Dr. Pepper. About 45% of parents buy a six-bottle carton; of kids visiting stores alone, about 35% buy a bottle.

The carousel's four steeds in the outer ring, which move up and down as the stand revolves, are for adventurous riders of six or older. In the center are four smaller, stationary horses for timid tinies.

A concealed record-player supplies circus-type music, and at intervals Bozo, the clown, talks and chuckles over a loud-speaker.

Easily Moved

The carousel, usually powered by gasoline, also runs by electricity. Mounted on wheels, it is easily moved from store to store.

At each grocery, a large sign gives the Dr. Pepper musical carousel advance billing for four to six days. The merry-go-round usually plays only a one- or two-day stand, but a special Dr. Pepper point-of-purchase display remains for some time.

During its first year, the carousel visited 250 large and small grocery stores, in Texas towns and cities where Dr. Pepper has franchised bottling plants. Approximately 125,000 kids had rides at stores.

The carousel leads a lively social life—always scheduled many weeks in advance for four-to-nine-year-old picnics and birthday parties. Most Sunday afternoons it performs two different functions. A group booking the carousel must agree to serve Dr. Pepper, bought at regular price, and to pay the company representative for his service which is "overtime."

The company believes that in addition to immediate sales results, the carousel is doing a long-range job by associating Dr. Pepper in kids' minds with such pleasant things as free rides, clowns and circus music.

The End

SALES MANAGEMENT

Want to buy a lighthouse

Things happened and *fast* . . . when PARADE broke an exclusive story on "Operation Cleansweep," the government's sale of surplus property.

Ten million people read the story, and more than 30,000 grabbed their pens to write for more information. Of these, some 3,000 sent in orders for regular bulletins on surplus sales—at \$7.00 per subscription.

Making people stop, read and act is something PARADE does so well that independent surveys show it is America's best read magazine. This pays off for advertisers, giving them twice as many readers per dollar as the big weekday magazines.

No doubt about it: To get results and get them quick, PARADE has what it takes.



PARADE . . . The Sunday magazine section of 48 fine newspapers in 48 major markets . . . with more than 14 million readers every week.

Cash customers pick the Post over all other general magazines



Some magazines get the once over lightly. Others are really read . . . and responded to. Which are which? It's easy to be confused by case histories and results stories. But there's one good rule of thumb to follow for general magazines: check the newsstand sales figures. Pressure selling and price cutting don't cloud the issue here. It's *cash* that counts. And a high percentage in single-copy

sales means high reader interest — no ifs, ands or buts about it!

Post.....	1,547,405
Life.....	1,043,932
Look.....	1,001,086
Collier's.....	826,364

The latest Audit Bureau of Circulations figures show the Post is ahead by nearly 50%. Week after week it gets the strongest response from readers. It gets to the heart of America.

America reads the Post



"The meanest man in Hollywood -and he earns \$150,000 a year!"

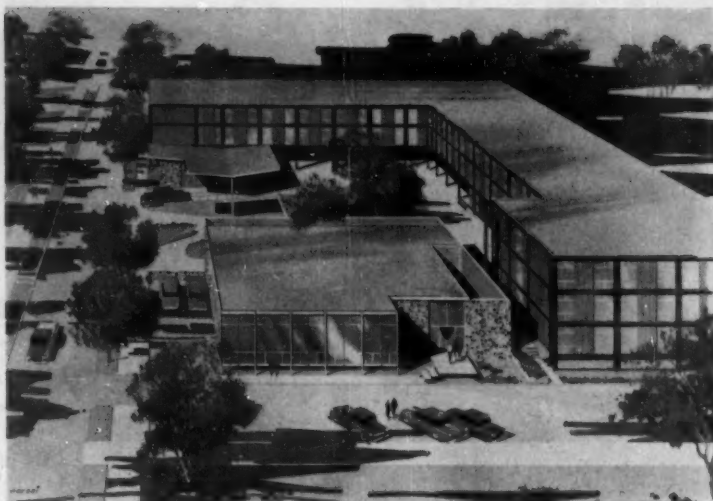
says **HENRY SLESAR**
Creative Director, Robert W.
Orr & Associates, N. Y.

"He tried to stick a knife in Frank Sinatra's back. He forced Spencer Tracy's jeep over a cliff. And what do they do to him? They give him more money! . . . I got a kick out of this article on actor 'Fatso' Borgnine . . . it didn't have any of the usual press agents' hoopla. If you like your Hollywood without the hot air, you'll go for this one, too."

For Dean Jennings' lively portrait of Ernest Borgnine, turn to page 26 of this week's Post.



In all, 8 articles, 4 short stories, 2 serials, and many special features in the August 27 issue of The Saturday Evening Post.



THIS MOTEL, 10 minutes from Chicago's busy Loop, may be the forerunner when it opens in January, of motels located within cities.

Designed for Travelers: Motel Woos Businessmen

Businessmen and traveling salesmen no longer are a forgotten species to motel operators.

The tourist trade, of course, always will be the main stream of motel income. But the new motels make it a point to emphasize practical features which will make a visit more pleasant for those who are on business but wish to live in a suburban atmosphere—in the city. For example, the Shore Drive Motel, scheduled to open on Chicago's beautiful south side lake front in January.

The 150 rooms of the three-story motel will include four two-room suites, made to order for salesmen who wish to set up displays of their merchandise. The motel will be ideal for meetings of groups which can take over a block of rooms and use the suites for business purposes.

All south side business establishments will be only a short distance from the motel. The lake shore expressway will make any point in the city readily accessible.

The group of Chicago businessmen sponsoring the Shore Drive Motel made a careful study of surveys taken among motel guests and operators. They learned that the two main reasons businessmen and other travelers shun motels in favor of hotels are the

conveniences of nearby dining facilities and telephones in the rooms. Adjacent to the Shore Drive will be an air conditioned restaurant and cocktail lounge seating 300 persons. All rooms in the motel will have telephones and complete switchboard service, so that the guest can be assured of getting all messages received during his absence.

These services eliminate the need of tipping doormen and bellboys, and enable the guest to reach his car immediately without waiting and tipping someone to get the automobile from an expensive parking lot.

Other modern features of the new motel will be central air conditioning with individual controls in every room, free television sets and in-door ironing boards in all rooms, and ice machines on every floor.

The tired motorist won't even have to leave his car to check in. He'll enjoy the convenience of drive-in registration, then park in the Shore Drive's underground garage and take one of three automatic elevators to his room. Garage attendants will be on duty around the clock, enabling salesmen to leave sample cases in their cars without fear of theft.

The End

ONE CAN FREE with the coupon (when retail price is 10¢) or **10¢ OFF**

TO THE DEALER: This coupon will be redeemed *primarily* for 10 cents plus 2 cents for handling when received by the American Can Company by mail—addressed to **MiraCan Redemption Dept., Box 1509, Chicago 90, Ill.**, provided you and the consumer have complied with the terms of this offer.

Application for redemption without purchase having been made in accordance with terms of offer constitutes breach. You must be able upon request to show evidence proving purchase of the soft drink required to show coupon presented for redemption. Coupon must be unexpired and unused. The consumer must pay any sales tax. Void in any locality where prohibited, taxed or banned. Cash value 1/10 of 1¢. Offer expires in 30 days.

on purchase of Any Quantity of soft drinks of BRANDS YOU CHOOSE in MiraCans.

COLA
ROOT BEER
GINGER ALE
FRUIT FLAVORS
OTHER DELICIOUS
CARBONATED
SOFT DRINKS
IN THE

MiraCan
Miracle of Convenience

TEAR OFF COUPON

your choice of
ALE, FRUIT
ICIOUS

TOP

MiraCan
E. H. AMERICAN CAN CO.

**YOUR COUPON IS GOOD FOR
SOFT DRINKS IN CANS**

TRADEMARKED

Producers of soft drinks in MiraCans are listing you know that your coupon is good for their Brand by showing the MiraCan Trademark oval on the cans, in their advertisements and displays, on their cartons, etc.

Easier buying • easier storing
Easier drinking • easier pouring
Easier carrying • easier chilling
Easier opening • easier serving thrilling

MiraCan is the Trademark of the American Can Company—America's leading manufacturer of food and beverage cans.

Copyright 1965 by American Can Company

COUPONS REDEEMABLE in a variety of MiraCan canned soft drinks were sent to more than a million and a half families. Coupon holders could get 10 to 30 cents off on such brands in MiraCans as Dr. Pepper, Hires, Mission, Nehi, Pabst and Royal Crown.

CANCO Sizes Up Soft Drink Market, Begins Converting Consumers to Cans

Not since the '30's, when it first introduced the beer can, has American Can Co. wooed the consumer so ardently. The reason: Its new MiraCan could conceivably package the 28 billion units of soft drinks "bottled" annually.

BY DONALD POINIER

*Commodity Sales Manager, American Can Co.**

Consumers are usually slow to alter their buying habits. Left to themselves, they might ultimately get around to buying their soft drinks in cans. But here at American Can Co. we wanted to speed up and insure that evolution. We embarked early this year on a two-pronged promotion aimed at quickly introducing the public to soft drinks in cans—specifically

in CANCO's MiraCans. Our program is now swinging into its second phase and we are beginning to see the fruit of our coupon redemption and cooperative advertising campaigns.

Normally, we do our selling by direct contact. Our space advertising in trade papers is almost always devoted to the sole purpose of building good will for the company name, while our current consumer advertising program is designed to promote the over-

all sale of canned foods and beverages. In the case of MiraCans, which were specially developed for carbonated beverages, we decided to take a leaf out of our book on the successful merchandising of our beer can trademarked Keglined. We launched that program in the '30's, promoting our Keglined cans not only to breweries, but to the general public as well. It paid off. Now, similarly, our MiraCan program is making the public aware of our new can and interested in trying soft drinks in this new container.

The sale of carbonated beverages in cans is, of course, in its infancy, but the potential is tremendous. Two decades ago canned beer was making a wobbly entrance. Today, one-sixth of all cans made are beer cans. If cans were to package just one-third of all soft drinks, there would be a demand for nine billion more cans annually—a figure considerably greater than the beer can demand.

*New York City.

How to Take Your Own Medicine

In their own behalf, most advertising agencies are bad advertisers—hit-or-miss, inconsistent, violating the very principles they recommend to clients.

If we have avoided that weakness it is because we honestly believe what we tell our clients: that good advertising properly applied is a very efficient selling tool. If our medicine is good for them, it is good for us.

In order to produce good advertising for ourselves we treat ourselves exactly as if we were a client. We establish sales and advertising objectives. We have a budget and an "advertising manager" to administer it. Like a client, he can call on any and all agency personnel and facilities to get the job done.

The result has been consistently successful advertising for us. It has made our personal selling job easier and more productive, and has produced direct action, too. Several of our present clients first contacted us because they liked our own advertising. Measured by readership, our "house" campaign has always been among the best read of all agency campaigns.

The significant thing about our own advertising is this: it is not the work of any one person. The ads have been written by at least eight different people.

This is the same "group method" we apply to our clients' marketing problems.

We do not believe in having just one man write copy for any account. No one man, however good, has a monopoly on good ideas. And any one man—if he's too close to a problem too long—is apt to run dry.

We know from experience that we serve clients better by drawing on a *group* of minds for basic selling ideas, and for copy. Naturally, the people responsible for the day-to-day service on an account write a great deal of copy. But they are supplemented in two ways:

1. They are "fed" ideas—on an organized basis—by others in the agency, some of whom are not copy people at all. But they know how to sell.



2. Development of campaigns is always a group function. Much of the actual copy is a joint undertaking. This is true not only in establishing a campaign, but throughout its life. Too many campaigns start out much better than they end; copy gets dull and listless as the series wears on. We place a great deal of importance on the day-to-day control of *copy quality*.

One of our men sums up our way of working this way: "Once a piece of copy is approved in the office, getting the client's okay is an anti-climax."

We think that's the way it should be; that's the kind of "medicine" we prescribe for our clients. We can recommend it wholeheartedly because we take it ourselves.

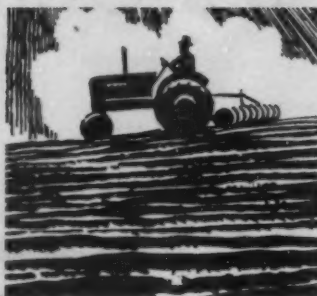
Marsteller, Rickard,
Gebhardt and Reed, Inc.

A D V E R T I S I N G

NEW YORK • CHICAGO • PITTSBURGH
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IT TAKES
GOOD EARTH
TO MAKE A
PROSPEROUS
FARMER



CAPPER COUNTRY
HAS IT!



The best farm families —
in the best farm counties,
— in the best farm states!

The right terrain assures hardy, abundant crops. Endowed by nature with thousands of miles of fertile, gently rolling land, CAPPER'S FARMER territory is the nation's most prosperous farming region. Farmers here have big plans, with cash incomes to make them realities. They show alert, ready acceptance of the products of American commerce and industry.

Capper's
Topeka *Farmer* Kansas

No wonder builders say
their top magazine is
Better Homes & Gardens!



TELEGRAM FROM: Albert Balch,
Community Builder, Seattle, Washington

"BETTER HOMES AND GARDENS IDEA HOME PROGRAM FINEST, BEST CONCEIVED, GREATEST MODEL HOME PROMOTION EVER STAGED. GREATLY INCREASES SALES OF HOMES, BUILDING MATERIAL, APPLIANCES, FURNISHINGS AND ACCESSORIES. IT UPGRADES BUYERS' DEMAND FOR BETTER HOMES, BETTER PRODUCTS, BETTER QUALITY. BEST BUILDER TIE-IN FOR PRESTIGE, GOOD WILL AND MERCHANDISING. NOTHING COULD BE FINER FOR BUILDER, THE HOME BUILDING INDUSTRY, FURNITURE AND APPLIANCE MANUFACTURER."

Be sure to see BH&G spread on Page 78

To promote our MiraCan we decided to build up a demand among consumers. This would have a double effect. It would mean sales for present MiraCan users. It would convince other bottlers to become "canners."

The first phase of our program had two parts, both of which revolved around a specially designed MiraCan trademark.

American Can Co. offered to pay a percentage (7½% and 20%) of soft drink canners' advertising space costs where the ad included a MiraCan tie-in with their brand. Where canners cooperated with retailers on advertisements featuring the trademark, CANCO would also pay a percentage of cost (10% and 20%), depending on the size of the ad.

The second part of the promotion consisted of a direct mail piece and coupon mailed to selected lists. The coupon gave the holder 10 cents off (20 and 30 cents in some test areas) on the purchase of any soft drinks in MiraCans. Dealers returned these coupons to American Can and received redemption amount plus two cents each for handling.

Large Coupon Mailing

From June 1 through August 12 more than a million and a half of these coupons were mailed to families in over 150 cities and towns in 10 markets.

Since the coupons could be redeemed for any carbonated soft drink in MiraCans, competitive brand canners took newspaper space to urge people to redeem MiraCan coupons in their product. Similarly, competitive stores made up MiraCan displays to get consumers to redeem coupons in their establishments.

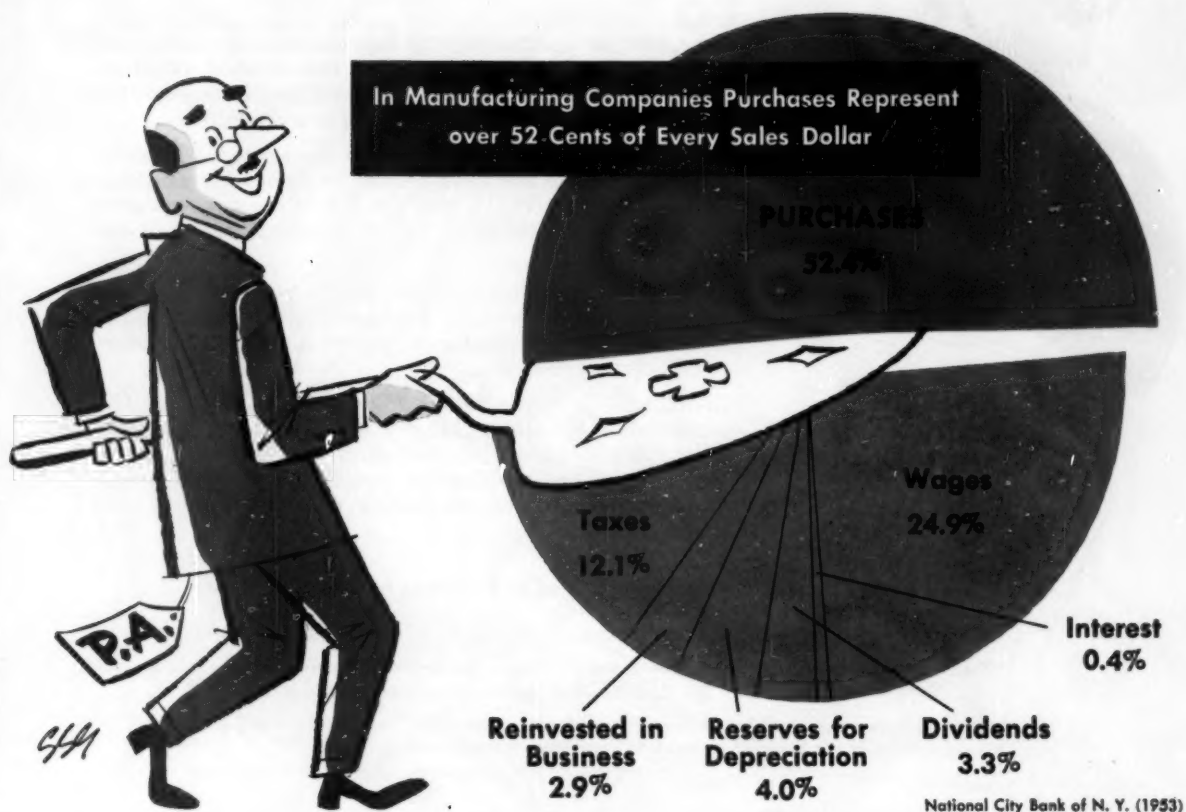
Result was that MiraCans received a real boost in consumer acceptance. Canners and retailers were eager to join in. Displays were in hundreds of store windows, in aisles and on shelves. The MiraCan logotype appeared in thousands of newspapers.

Among the more than two dozen name brands now offering their beverages in MiraCans are Cliquot Club, Cott, Dad's, Dr. Pepper, Hires, Mission, Nehi, Pabst, Royal Crown and Vernor's. Coca-Cola is using MiraCans for shipment to armed forces overseas.

Success of the first phase of the promotion influenced top management to back a stepped-up program to run through the rest of the year. In addition to more sampling and cooperative newspaper advertising, canners will be able to use radio and television on a similar co-op basis. **The End**

SALES MANAGEMENT

Why coverage of purchasing executives is so important to every industrial advertiser



Distribution of the sales dollar in 77 largest manufacturing companies

**In these 77 manufacturing companies alone,
purchasing departments spent over \$50,000,000,000!**

To reach the purchasing agent—

— the ONE man *always* in the buying decision —

You need Purchasing Magazine—

— the ONE national magazine serving the information needs of the greatest
number of PAs throughout industry.

For the complete PURCHASING story, read on...



A vitally important audience for your advertising—industry's PAs

Today, companies large and small are putting ever-increasing emphasis on purchasing as a key management function. These companies are finding additional profits through the new techniques of today's purchasing departments.

The PA's job is to get maximum value for every dollar spent. To do this, he can and does choose freely among available sources of supply. That's why the PA is the *one* executive your salesmen call on most! To get the order, you must sell the PA.

One of the basic jobs for your industrial advertising schedule is to reach the PA regularly—to back up your salesmen—to substitute regular, inexpensive "advertising calls" for intermittent, costly sales calls.

PURCHASING Magazine does this basic job for you. The leader in its field since 1915, PURCHASING delivers the largest available coverage of industrial purchasing agents... is the one national publication specifically tailored to the interests and needs of purchasing executives throughout industry.

"We are convinced that the prominence we give to the purchasing function is vital to the successful operation of our business."

Frank M. Folsom, President, Radio Corporation of America

"The purchasing function is one of the strongest links in our chain of operations."

K. C. Towe, President, American Cyanamid Company

"Under the new concept of purchasing, the purchasing agent is as important to the profitable operation of our business as sales or production management."

John A. Hill, President, Air Reduction Company



An ideal editorial climate for your advertising—Purchasing Magazine

For the Purchasing Agent to read even one publication specializing in the products he buys would allow him no time for his work. But *one* publication—PURCHASING—deals with the problems of the purchasing function with the thoroughness and broadness of scope that the Purchasing Agent needs.

The PA—like any specialist—reads the magazine that is most helpful to him in his work. The ONE magazine read regularly by industry's PAs is PURCHASING.

Why more PAs read *Purchasing* than any other publication!

... far more extensive editorial service than any other publication serving the purchasing function. Each year, **PURCHASING** runs over 350 major editorial pages devoted exclusively to subjects of direct concern to the purchasing agent in the operation of his department.



... edited by experts with years of experience dedicated to industry's important function—purchasing... who are recognized by PAs throughout the country as authorities on purchasing problems.



STUART F. HEINRITZ,
Editor-in-chief

Awarded J. Shipman Gold Medal of National Association of Purchasing Agents for outstanding service to the profession. Author of handbooks and basic texts on purchasing. Speaker at many purchasing and business conferences.



PAUL V. FARRELL,
Managing Editor

Business and market specialist. Author of "Fifty Years of Purchasing, The Story of NAPA"—and co-author of "Value Analysis." Speaker at many purchasing meetings.



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B.S. in business and engineering, M.I.T. Former purchase analyst at Ford Motor Co. and other leading companies—co-author of "Value Analysis."

Legal Editors: Leo T. Parker and Albert Woodruff Gray—Plus many noted contributors among purchasing leaders.

Here's the proof that
...Purchasing is useful to its readers



**"MOST USEFUL?
PURCHASING!"**

In the greatest business paper readership study of all time, **PURCHASING** received more "most useful" votes than the other 982 business papers mentioned.

(This table based on study conducted by 18 leading manufacturers among their own customers and prospects, supervised and tabulated by McGraw-Hill Publishing Company.)

Highest
"Most Useful" vote of
983 Business Publications

Publication	Most Useful
PURCHASING	2,156
Iron Age	2,138
Electrical World	1,848
Steel	1,757

...Purchasing is valued by its readers

RENEWAL RATE - 80.9%
(June, 1954)
Circulation is built 100% by mail
- only one-year subscriptions
accepted.

**"PLEASE SEND PURCHASING
FOR ANOTHER YEAR!"**



...Purchasing is read for advertising as well
as editorial content



**"YES—I READ THE
ADVERTISEMENTS"**

Question asked of **PURCHASING** readers: "Do you read the advertisements in **PURCHASING** Magazine?"

Answer:
All or some of the advertisements..... 92.8%
Few or none of the advertisements..... 7.2%

**Result of Readership Study*

Total 100.0%*

...Remember—no advertising schedule to industry
is complete without **Purchasing**

For **PURCHASING** is the ONE magazine edited to the exact requirements of the purchasing function.
- read regularly by the ONE man always in the buying decision
- the ONE executive your salesmen call on most!

**to sell an industrial product—
put **PURCHASING** power behind it!**

A Conover-Mast Publication • 205 East 42nd Street, New York 17, N. Y.
Offices in Chicago, Cleveland, Detroit, Los Angeles



A basic magazine on any industrial advertising schedule!

You'll Wish That You Had A Salesman Like This Man

BY MARY K. PIRIE



PARKER B. RAMSEY

We believe you would like to meet Parker B. Ramsey. His company, Williamson-Dickie Manufacturing Co., Ft. Worth, is not surprised that these things have happened to him:

1. He's sold \$7 million worth of Williamson-Dickie work clothes.
2. He's never had a dollar's worth of merchandise returned.
3. He led the sales force the first 13 years of his association with Williamson-Dickie, for the next five years he ran neck and neck with another topflight producer, and for the next 15 years he was one of the top salesmen.
4. He was the subject of a newspaper advertisement, "Salute to a Salesman," published by one of his customers, Haskell Herek, Hamilton, Tex., at the time of his retirement as a W-D salesman. He had called on Haskell Herek for 33 years.

Traveling throughout Texas, then covering about 30 counties west and south of Ft. Worth, Ramsey has driven one and one-half million miles to call on retailers.

His sales success has been built on this simple philosophy:

1. Know your product—and your competitor's—as you know your own life history.
2. Convince your prospect—by spectacular means if necessary—that he'll make money with your product.
3. *Never* take no for an answer. Even when you don't close a sale, persistence (without insistence) can sow the seed of future sales.
4. Use plenty of "horse sense" psychology.
5. Know your customer's business better than *he* does.
6. Always serve two masters: your boss and your customer.

Know your product and your competitor's. In the early days Ramsey had nothing to talk *but* product. Competitors referred to Williamson-Dickie as "a little old outfit just started up in a Ft. Worth barn." [Sales in 1954: \$18 million produced by 100 salesmen in 48 states.] Helping the company founders get Dickies into Texas stores, Ramsey diligently turned pants legs wrong side out to show their superior workmanship. He talked the form-fit of Dickies matched work pants and shirts, the full cut of overall bibs, their rust-proof tacks and buttons, and other features which, he emphasized, would bring merchants profitable repeat business.

"I Never Quit Selling"

"I never quit selling product benefits," says Ramsey. "Even with his longtime customers a salesman should sell not on personality but on product—the only thing that will make the merchant a profit. Whether he has covered a territory for one year or 20, an alert salesman will constantly gather fresh sales ammunition, find new approaches by (1) studying his company's advertising, sales promotional and sales training material, and (2) keeping his eyes, ears, and mind open on sales calls.

"He'll study his dealers' problems as though he owned each store. This keeps the salesman's enthusiasm in high gear—who ever heard of a merchant losing interest in his store, or a mother in her baby?—besides building sales and dealer friendship. I have called on some customers for 33 years, and on many others for 10 to 20 years, without going 'stale' on any territory or account." Veteran customers testify that Ramsey's counsel has grown ever more valuable, his calls increasingly welcome.

"Know your competitor's merchandise as you do your own," Ram-

sey advises. To sell the prospect who prefers a competitive product, he favors the "agree with him, sell him" technique. "Suppose I was showing Dickies new serged seam (introduced in 1946) and the merchant brought out a competitor's garment with the old-style felled seam.

"'What's the matter with that?' he would demand.

"'There's *nothing* the matter with it,' I would answer pleasantly. 'The Army still uses it—must be pretty good. It wears as well as any seam you can put on a garment.

"'But I can tell you two reasons why *we* have quit using the felled seam. It doesn't lie as neatly as our new serged seam, and it can't be repaired on an ordinary sewing machine. Our new serged seam can be.

"'Now, since this new seam wears just as well as the old-type felled seam—and looks better and is more easily repaired—we feel sure it's going to sell more work clothes for you.'

Convince your prospect—by spectacular means if necessary—that your product will make money for him. Ramsey tells how he often closed a difficult sale. "If, after my best efforts, the prospect still said no, I told him, 'Order eight dozen—and if they don't sell, I'll eat 'em'!

"I was *that* sure Dickies would sell—backed up by the company's sales aids and my own training of salespeople. Conviction carries conviction. I sold a lot of merchandise with that offer—and never had to eat a pair of pants!

"Don't be afraid of dramatic or

unusual methods—if they fit your product, your prospect, and your own personality.”

Never-take-no persistence (without insistence). This Ramsey regards as the most important single factor of salesmanship. “Often a busy store owner or men’s wear buyer has refused even to look at my samples. ‘Not interested,’ he would say. ‘I’ve already got lines I’m well satisfied with.’

“‘Mr. Merchant, I’m sure of that,’ I’d answer cheerfully. ‘Every successful storekeeper like yourself

has good lines.’ I would follow up with one or two casual remarks, then slip in a wedge. If my prospect were middle-aged or older, and looked as though he’d grown up on a farm, I’d say:

“‘Don’t know whether you remember this or not—but when I was a boy, my dad used to take me to town with him for groceries. The grocer never had more than one brand of coffee on his shelves—Arbuckle.’

“At this point, my middle-aged prospect’s eyes usually took on a

reminiscent gleam. ‘That’s right!’ he’d exclaim ‘It was *always* Arbuckle!’

“But today there are several well-known brands of coffee—and a lot of store men making money on them,” I’d remark. ‘Now, if no merchant ever had looked at anything new, wouldn’t it *still* be just Arbuckle’s?’

“My prospect then usually consented to give me five minutes—all I ever asked to show my line.

“With merchants whose background I couldn’t size up I used standard wedges. For example, ‘Wouldn’t you like to make more profit on men’s work clothes?’ But questions tailored to the individual prospect get best results.

“Often I said, ‘If you’ll give me five minutes to show you something new and better in work clothes, I’ll guarantee you’ll feel it’s time well spent—whether you buy or not.’ This reassured the merchant that I wouldn’t high-pressure him.”

Ramsey points out that even when a salesman fails to “close” on his first call, he should seed the future by (1) making a sales presentation his prospect won’t forget, (2) leaving a good taste in the prospect’s mouth. “Do your very best selling up to the moment of decision—then if it goes against you, show the prospect that you respect his opinion. I might say for instance: ‘Mr. Merchant, you’re a busy man and I appreciate the time you’ve given me. I understand why you don’t feel quite ready to stock Dickies, yet. But when you *are* ready, I’m sure they’ll make money for *you* as they’re doing for so many others. Be seeing you on my next trip—thank you again!’ Often I was able to sell him on that second call.”

Ramsey counsels low - pressure, high-appreciation technique when the prospect places a smaller order than the salesman expects.

Use plenty of horse sense. “Today,” says Ramsey, “W-D student-salesmen are taught psychological approaches I had to learn through experience. I’ll never forget a sales call I made on a prospect during my first year with the company. Introducing myself, I spread out my samples and enthusiastically went into my sales presentation. At some length, I told the merchant how much money he’d make with Dickies, and why. Seeing that he looked unconvinced, I even gave him my line, ‘If they don’t sell, I’ll eat ‘em!’

“He spoke not one word until I had finished. Then, his face flaming like an angry turkey cock’s comb under his grey hair, he exploded,

YOU belong in a tabloid... HARDWARE and HOUSEWARES ...to fully sell the hardware trade

HARDWARE & HOUSEWARES is the fastest growing! It does the *best* selling job for you because hardwaremen rely on its live news, the latest on new products and trade trends—all presented in any easy-to-read style and tabloid format.

Add to these editorial advantages the fact that only HARDWARE & HOUSEWARES assures your ad *top* visibility. Every ad you place is near news—there are no “buried” ads, ever. It adds up to tremendous readership in 37,000 “plus” individual hardware stores with a strong conviction to *buy*.

Ask your HARDWARE & HOUSEWARES representative to give you the full story of why *smart* advertisers know it’s just good business to have HARDWARE & HOUSEWARES selling for them.



Hardware & Housewares



8th Floor, Daily News Bldg., Chicago 6, Illinois

'Young man, I own this store. I was running it successfully before you were born. You young fellers that come around telling us merchants how to "increase our profits," looks like if you knew half what you claim to know, you'd have stores of your own instead of carrying those heavy grips!'

"Now you get your merchandise out of here before I throw it out!"

"Believe me, I packed up in a hurry—the merchant standing there watching me. I took my sample cases to the door, then I walked back. 'Mr. Blank,' I said earnestly, 'I want to apologize if I seemed to be telling you how to run your store. You have forgotten 10 times more about retailing than I'll ever know. However, the facts I've told you about Dickies profits are from the experience of successful merchants, like yourself, who carry Dickies.'

"Mr. Blank didn't answer so I thanked him for his time, said I hoped to call on him again and started for the door.

"My hand was on the knob when he roared, 'Young man, come back here!' You could have heard him for a block. I went back. 'On second thought,' he rapped out, 'I've decided to order eight dozen Dickies pants and shirts—and if they don't sell, you will eat 'em!'

"Passing through Blank's town several weeks later, I went in with some misgivings, and asked how he'd done with Dickies.

"Not too bad,' he growled, 'but I'll tell you right now, young man, that I'm not going to buy from any company whose salesman doesn't call on me regularly!'

"Blank became one of my best customers.

"From my first call on him I learned three basic rules of salesmanship: (1) Never talk for long without getting your prospect to express himself; (2) avoid any appearance of 'high pressure'; (3) cultivate humility and the ability to make a sincere apology. And I learned the great value of courage in selling.

Know your customer's business better than he does. Ramsey began early to learn about storekeeping first-hand and never stopped. He waited on merchants' customers, showing and talking Dickies special features, observing consumer reactions. He hung up crude charts on which merchants could circle sizes, colors and lot numbers running low—and reorder from the home office between salesman's calls. About 20% of Ramsey's orders come by mail.

He made a study of size demand, advised customers how to carry adequate Dickies stocks with minimum investment. His methods worked so well that they became the nucleus of Williamson-Dickie's present stock control system. Based on detailed analysis of consumer needs, this system prevents merchants' overstocking on slow-selling sizes, understocking those most in demand. It produces many mail orders.

From the beginning Ramsey checked regular customers' stocks and wrote up their orders—a good

will—and sales-building service which the company soon required of all representatives. He persuaded merchants always to display Dickies on a separate table, "so your customers can see how different they are from other work clothes." He taught salespeople how to show and "talk" Dickies special features. Training salespeople has become an important part of W-D's service-selling.

Ramsey says he has had much help in selling from W-D's "horse sense" advertising which dramatizes Dickies superior features of manufacture and

for "EXECUTIVE SHIFTS

IN THE SALES WORLD"



MAYFLOWER LONG-DISTANCE MOVING SERVICE—America's Finest

What's on the Space Buyer's mind?

MARKET SIZE?

How big is an elephant — and is it a good reliable "workhorse" gray elephant or a white elephant?

Naturally, market size is on every alert space buyer's mind — but how is it best measured. By population? By circulation? By somebody else's sales figures? The best yardstick is not mere numbers — but BUYERS! How efficiently can the market be reached with your message? How effectively does the market translate your message into purchases?

ROANOKE is a market of alert, civic-minded people, solid, well-paid, middle-class, receptive to new ideas, new products. Best of all, it's able to buy — and keep buying. It is growing in population, in purchasing power, in industry. Latest on the Roanoke skyline is the giant new G. E. factory. Here is a market in which "size" is but one dimension in solid purchasing power.

Roanoke's progressive newspapers dominate this active, stable, "first" market of western Virginia and its 500,000 plus "golden mean" population.

THE ROANOKE TIMES and WORLD-NEWS ROANOKE, VIRGINIA



... a demonstrated IDEAL TEST MARKET!

Write for new folder, describing the Roanoke Market Development Plan to: Sawyer, Ferguson, Walker Co., National Representatives, 270 Park Avenue, N. Y. 19, N. Y.



"... all I did was suggest to the boss that Clearsite Plastic Containers might solve our packaging problem."

Sparkling-bright Clearsite Plastic Containers are available in a wide selection of sizes, shapes, closures and colors. Only $\frac{1}{2}$ the weight of glass and shatter-proof, they cut shipping costs and breakage. Containers can be multi-color printed.

Write for free samples and descriptive literature

CELLUPLASTIC CORPORATION

General Offices:
38 Avenue L
Newark 3, N. J.



HOW DOES FORT WAYNE STACK UP?



Among all Metropolitan County Areas in the U. S., Allen County (Fort Wayne, county seat) ranks 106th in population. But in total buying income it ranks 85th and in total retail sales it ranks 87th in national standings. It's effective buying income per capita (\$1,944) ranks 20th in the country. (Sales Management, 5-10-55)

These are just a few facts you'll find about this rich 13-county market in the new 1955 Golden Zone Market Book.

Write for your copy now to
P. H. Knapp, General Adv. Mgr.

FORT WAYNE NEWSPAPERS, INC.

Agent

The News-Sentinel
and
THE JOURNAL-GAZETTE
Fort Wayne, Indiana

Represented by Allen-Klapp Co.
New York - Chicago - Detroit - San Francisco

material. The company always has been a consistent advertiser. The 1955 schedule includes *Life*, *Farm Journal*, *Seventeen*, *Esquire*, *Daily News Record*, *Department Store Economist*, *Merchants Trade Journal*, *Men's Wear*. W-D supplies dealers with P-O-P material and newspaper mats tying in with national magazine advertising. Radio and TV "spots" are used seasonally in many major cities. Dealers are supplied with copy for their own "spots" and transcribed 15-minute radio programs featuring popular and western music. On these programs, Williamson-Dickie requires the store to use only one W-D commercial, leaves plenty of time for the store's institutional or non-competitive product advertising. All advertising materials and copy are supplied without charge; dealers pay for space. Advertising is prepared and placed by Evans & Associates, Ft. Worth.

"Never miss anyone in the store who sells, or might sell, your merchandise," advises Ramsey. Recently a telephone-order girl told a W-D executive: "Parker B. is the only work clothes salesman who ever comes back here to see me. Because he 'sells' me Dickies, I sell four times as many of them over the 'phone as I do any other brand."

Always serve two masters: your boss and your customer. Ramsey has spent much of his "leisure" on friendship services to customers. A merchant might ask him to look for an employee willing to move to a West Texas town. "Parker B." would fine tooth-comb his territory for the right man, if necessary enlisting the help of other W-D salesmen.

Ramsey has sometimes placed the customer's interests ahead of the company's, for the ultimate benefit of both. Known as a "big order" salesman who never let a customer underorder through sheer timidity, he would cut down an order if he thought a customer was in danger of overstocking.

Says a merchant whom Ramsey has sold for 33 years: "Whenever Williamson-Dickie got out a new number, or offered a close-out or anything special, Parker B. promptly came and showed it to me. After he'd finished his sales talk I'd ask, 'Parker B., do you really think I need this in my store?'"

"If he didn't answer, I knew better than to buy."

"In all the time Parker B. has called on me, I've never gone wrong with anything he advised me to order."

The End

WORTH WRITING FOR...

Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.

Magazines at Point-of-Sale:

Report of a survey conducted for *Life* magazine by Audits & Surveys Co. Its primary purpose was to determine (1) what magazine's advertising retailers used at the point-of-sale to help sell the products they carry; (2) learn what retailers think of various national magazines for advertising these products. The survey was conducted among three types of retailers: grocery, drug and appliance stores. Highlights of the findings: In grocery stores with greater than \$50,000 annual sales volume, 22% had magazine tie-in displays; 16% of grocery stores with less than \$50,000 annual sales volume had displays. In appliance stores with greater than \$50,000 annual sales volume, 31% had tie-in displays; 24% of those with less than \$50,000 annual sales volume had displays. In drug stores with greater than \$50,000 sales volume, 33% had tie-ins; 26% of those with less than \$50,000 annual sales volume had displays. Write to Herb Breseman, Advertising Research Department, *Life*, 9 Rockefeller Plaza, New York 20, N. Y.

Our Families—Their Homes and Equipment:

A *Capper's Weekly* audience study which provides an inventory of home and automatic equipment owned by its subscribers. It reveals that rural customers are big investors in home and farm durables: 98% have electricity; nearly three-fourths have pressure water; of the 300,000 reporting pressure water, 56% have their own pressure water systems. This high rate of wired homes and homes with pressure water makes the market outstanding for appliances and equipment items dependent on these facilities. Here are a few of the next major investments of the subscribers who were interviewed during the survey: Heating equipment is indicated by 10,400 subscribers; 12,400 designate plumbing fixtures; 14,800 want washing machines; 4,800 will buy clothes dryers; 5,600 designate sewing machines; 11,600 want kitchen ranges; better than 10,000 will buy refrigerators; 26,800 want home food freezers; 30,000 will invest in TV receivers; 16,400 will buy automobiles. For the

full report, write to Victor Hawkins, Director of Research, Capper Publications, Inc., Topeka, Kan.

Alcoholic Beverage Advertising by Brands in New York Newspapers:

Breakdown of all alcoholic beverage advertising by brands in New York newspapers during 1954, prepared by *The New York Times* Research Department. The lineage report shows total advertising for every brand carried last year by each of the seven New York City newspapers, and total brand advertising in all New York City newspapers in 1953. Data show the amount of advertising carried by each newspaper in different alcoholic beverage classifications: beer, domestic wine, imported wine, spirit blends, Scotch, bonded whiskey, rum, gin, Canadian and Irish whiskeys, straights and blends of straights, vermouth, brandy

and cognac, vodka, cordials and liqueurs. Write to Irvin S. Taubin, Promotion Manager, *The New York Times*, Times Square, New York 18.

Construction Equipment: A study of manufacturer-distributor selling methods and practices, sponsored by *Construction Equipment* magazine and prepared in collaboration with the Associated Equipment Distributors' Industry Round Table. Interviews were conducted by Ross Federal Research Corp. Purpose of the study was three-fold: to (1) assemble a factual manual of current manufacturer-distributor selling practices and procedures; (2) determine any trends and/or changes taking place in manufacturer-distributor selling practices; (3) determine the areas in which manufacturer-distributor selling practices are weakest and thus provide the industry with a blueprint for self-improvement. Two hundred and thirty key distributors and manufacturers of construction equipment and materials were interviewed in 38 states and the District of Columbia on such subjects as sales know-how and training; group information and sales meetings; deployment and use of sales representatives; evaluating sales representatives; territory sales

No wonder builders say
their top magazine is
Better Homes & Gardens!



TELEGRAM FROM: Truett A. Bishop,
Builder, Realtor, Dallas, Texas

"PARTICIPATION IN THE BH&G MODEL HOME PROGRAM THE PAST TWO YEARS HAS PUT ME AHEAD ABOUT FIVE YEARS FROM WHERE I WOULD HAVE BEEN UNDER NORMAL CONDITIONS. MY STANDING IN COMMUNITY HAS GROWN TO POINT THAT PEOPLE ARE COMING TO ME UNSOLICITED TO TALK ABOUT BUILDING THEIR HOMES. I AM LOOKING FORWARD EAGERLY TO THE 1955 PROMOTION AND FROM LOCAL INTEREST ALREADY SHOWN IT PROMISES TO BE THE MOST SUCCESSFUL YET FROM EVERY STANDPOINT."

Be sure to see BH&G spread on Page 78



Over \$7000 families-37%

of the people (15 years and older) in households with incomes of \$7,000 or over, in New York City & suburbs

are News readers—

... The 4,780,000 Daily News readers are your best prospects for practically everything—as you'll learn from the most significant study ever made of New York City newspapers and their markets—in

Profile of the millions

based on 10,349 personal interviews, by W. R. Simmons & Associates Research, Inc. Visual presentation, by appointment only. Inquire any New York News office.

(Copyright 1955 by News Syndicate Co., Inc.)



Detergent buyers-39%

of the women in New York City & suburbs who used detergents and packaged soap in the past month

are News readers—

The 2,290,000 women readers of the Daily News include majority customers for food, toiletries, clothing, new cars, major appliances, luxuries as well as necessities. Be sure not to miss seeing the

Profile of the millions

which gives data never before available on the market reached by each New York City newspaper.

(Copyright 1955 by News Syndicate Co., Inc.)

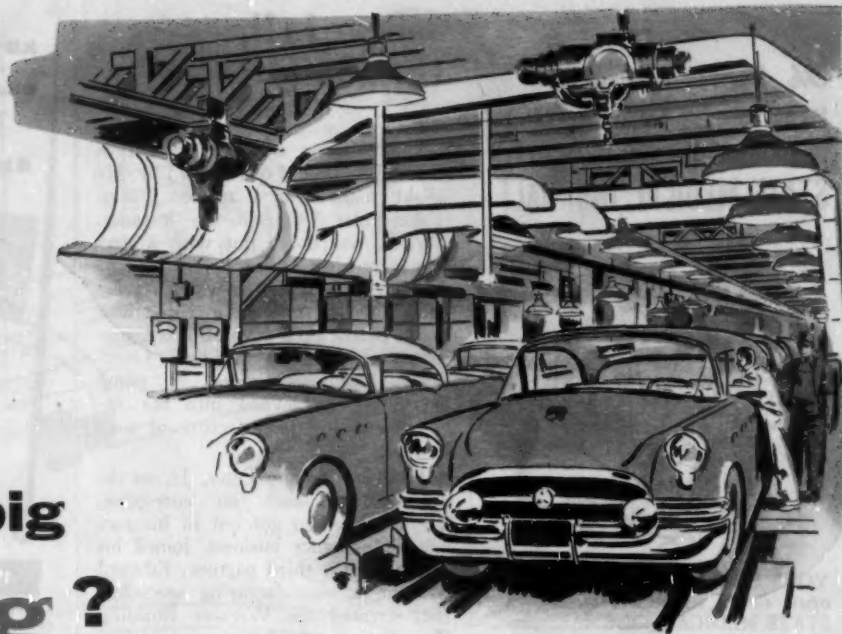
potentials; distributor stock level controls; advertising and sales promotion; sales activities; construction industry relations and trends. Write to Robert Gray, Promotion Manager, *Construction Equipment*, 205 E. 42nd St., New York, N. Y.

Advertising in St. Louis Newspapers: Annual advertising lineage report published by the *St. Louis Post-Dispatch*. It covers the advertising distribution of the *Post-Dispatch* and the *Globe-Democrat*; lineage of total paid advertising. One section is given over to the St. Louis market: In St. Louis the primary market is the rich city circulation zone where 84.4% of the people of the Metropolitan Area live and spend 89.2% of the money. It gives a clear picture of the relationship between St. Louis City circulation zone and the territory beyond its borders. What makes the St. Louis market different is that the population of the City circulation zone exceeds the population of the Corporate City (a boundary fixed in 1876) by 66%, whereas in other large markets, notably New York and Chicago, the excess population of the City Zone over the Corporate City is respectively 7% and 2%. Other data include a breakdown of daily and Sunday circulation of the *Post-Dispatch* and the *Globe-Democrat*; home readership of St. Louis newspapers—city and county combined, county by districts; home readership of St. Louis newspapers—City of St. Louis by districts. Write to John Baker, Advertising Promotion Manager, *St. Louis Post-Dispatch*, St. Louis, Mo.

Appleton-Neenah-Menasha, Wisconsin, Consumer Buying Habits: Eighth annual study made by the *Appleton Post-Crescent* in cooperation with Medill School of Journalism, Northwestern University. Data cover 80 different classifications, including, grocery and food items, drugs, cosmetics, beer, wine, liquors and soft drinks, cigarettes, home appliances (including TV), automobile ownership and life insurance. Current statistics on the Fox Cities are included for the occupation of the chief wage earner, number of wage earners per family, housing and home ownership, heating systems, fuel, newspaper readership. There is a summary of shopping habits, and information about the distribution of products by brands for independent, chain and department store outlets. Write to Kenneth E. Davis, Manager, General Advertising, *Appleton Post-Crescent*, Appleton, Wis.

SALES MANAGEMENT

How big is **Big**?



General Motors

Corporation is the largest single U. S. company, and the world's leading maker of automobiles... last year turned out 2,873,325 passenger cars, 52% of the total produced.*

The car buyer, however, is not concerned with the size of General Motors, but with the values it offers. And big figures do not always indicate big value. One instance is a magazine that has only 1,300,000 circulation, but represents a big and important market of \$11 billion!

SUCCESSFUL FARMING reaches 26% of all the commercial farms in this country, and 42% of the farms earning \$10,000 or more. And the average cash income from farming of the SF farm subscriber is around \$10,000 for several years past.

SF farmers raise 53% of the corn harvested, 57% of the hogs, 38% of cattle and calves, 44% of the eggs, 44% of the dairy products—are big producers, big industrial buyers, big consumers.

And SUCCESSFUL FARMING's fifty years of real service give it more influence than any general medium can have. For more quality customers, and to balance national advertising schedules, you need this magazine! Ask any SF office for the facts.

*Source: Automotive News, January 3, 1955



MEREDITH PUBLISHING COMPANY, Des Moines... offices in New York, Chicago, Detroit, Philadelphia, Cleveland, Atlanta, San Francisco, and Los Angeles.

Oh, Yes... Be With You in a Minute... Saw Your New Product Advertised in our STATE MEDICAL JOURNAL!



YOUR DETAIL MAN will find *more open doors* where advertising in **STATE MEDICAL JOURNALS** parallels his efforts. For the impact of each **STATE MEDICAL JOURNAL** is on the local level — and the doctor buys at the local level.

Constant reader interest is assured in State Journals — both by the high standards of original manuscripts¹ and advertising,² and by the *home-state character of the news and views* in every issue.

Will the doctor see **YOUR PRODUCT STORY** in his own State Medical Journal? He will be seeing *most* of the manufacturers' names he writes most often!

Easy One-Stop Handling — One Contract!
One Original Platel One Statement!

¹See our Statistical Study.

²Accepted by A.M.A. Councils.

STATE JOURNAL ADVERTISING BUREAU

of the
American Medical Association
535 NORTH DEARBORN STREET
CHICAGO 10, ILLINOIS

Send for Latest Survey!

ALABAMA—Journal of Med. Ass. of
ARIZONA—Medicine
ARKANSAS—Med. Society, Journal of
CONNECTICUT—State Med. Journal
DELAWARE—Med. Journal
DISTRICT OF COLUMBIA—Med. Annals of
FLORIDA—Med. Assn., Journal of
GEORGIA—Journal of Med. Assn. of
HAWAII—Med. Journal
INDIANA—State Med. Assn., Journal of
IOWA—State Med. Soc., Journal of
KANSAS—Med. Soc., Journal of
KENTUCKY—Med. Journal
LOUISIANA—Journal of State Med. Society
MAINE—Med. Assn., Journal of
MARYLAND—Medical Journal
MICHIGAN—State Med. Soc., Journal of
MINNESOTA—Medicine
MISSOURI—Medicine
NEBRASKA—State Med. Journal
NEW JERSEY—Journal of Med. Soc. of
NORTH CAROLINA—Med. Journal
OHIO—State Med. Journal
OKLAHOMA—State Med. Assn., Journal of
PENNSYLVANIA—Med. Journal
ROCKY MOUNTAIN—Med. Journal (Colo.,
Utah, Wyo., New Mex., Mont.)
SOUTH CAROLINA—Med. Assn., Journal of
SOUTH DAKOTA—Journal of Med.
TENNESSEE—State Med. Assn., Journal of
TEXAS STATE—Journal of Med.
VIRGINIA—Med. Society
WEST VIRGINIA—Med. Journal
WISCONSIN—Med. Journal

Believe In It, Then Sell It!

Don't throw an inventor out of your office, should one happen by. He might make you a million bucks. Take Peter Pedersen, for instance. Mr. P. was doing fine with a steel manufacturing company in which he held an interest. That was six years ago. Then he met an inventor who had a patent on a revolutionary, pre-fab steel, trussless building. Overnight Pedersen decided to pump everything he owned into the development and manufacture of such buildings.

First he sold son Peter, Jr. on the potential of such an enterprise. Young Pedersen got out of his successful insurance business, joined his Dad. With a third partner, Edward Martin, a manufacturing specialist, they created the Wonder Building Corporation of America, Chicago. Last year they did over \$10-million in sales.

Overcome Distrust

How did they do it? Salesmanship. They had to overcome the public's distrust of a building that was trussless, could be erected in a few hours by unskilled labor using only screw drivers and wrenches. Each Pedersen travelled the country many times over, selling farmers on using the building—which can easily be added to and has unlimited architectural possibilities—convincing industry that it was the solution to everything, from the high cost of construction to future needs.

Having gained engineering and architectural acceptance, father and son began to develop larger Wonder buildings, ranging in size from 20 feet wide, 9½ feet high, to 100 feet wide and 35 feet high.

Then father and son took to the road again, this time in pursuit of distributors and dealers.

Today, throughout the U.S. and Canada, there are 60 Wonder Building Distributors who operate their own, independent businesses. And it has all been done by two men named Pedersen who believed in what they were selling and went out and sold it.

Once they were organized, the Pedersen's aim was to keep the operations simple. And one of the first things they did when they could afford it was to hire a sales manager. For theirs is a company that *salesmanship*, alone, built.

ADVERTISING POSTCARDS and LITERATURE in 4 COLORS at BUDGET PRICES



You, like Kaye-Halbert, can secure advertising and sales promotional literature and postcards in full natural color at prices to meet a limited budget.

Write today for samples and information to the nearest Crocker office.

Dept. 5-9

H. S. CROCKER CO., INC.

San Francisco, 720 Mission • Los Angeles, 2030 E. 7th
Chicago, 350 N. Clark • New York, 28 E. 28th
Baltimore, 1608 S. Clinton

NEW PRODUCT DIGEST

devoted exclusively to currently available new products and monthly information about the lucrative new products field.

\$10 annually



For single copy send one dollar to
DIRECT 676, Box 2062, Austin 11, Texas

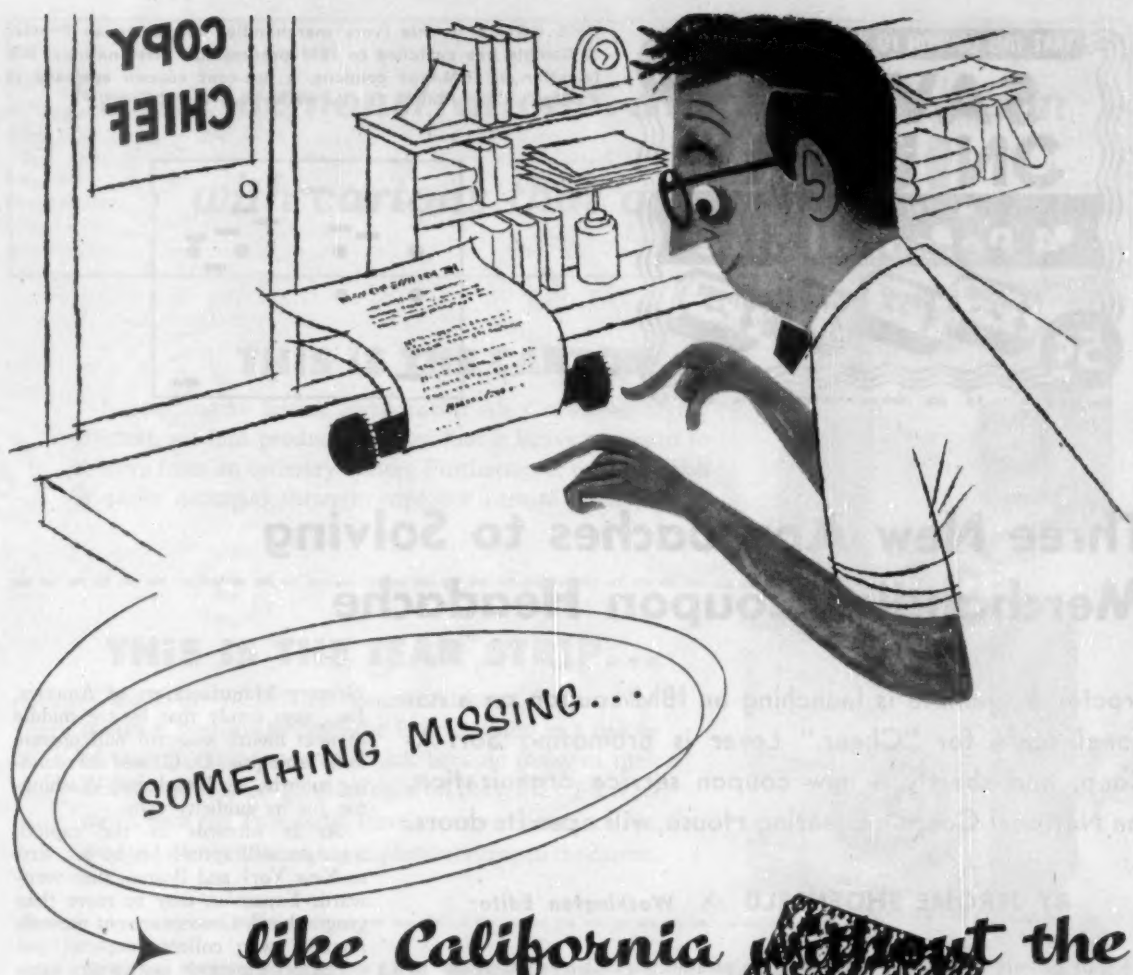
RENT YOUR CAR OR LEASE A FLEET FROM



... in all principal cities here and abroad
... consult your 'phone directory under "NATIONAL". Write for courtesy card and directory to:

NATIONAL CAR RENTAL SYSTEM, INC.
1200 WASHINGTON AVE., CE. 1-9209, ST. LOUIS 3, MO.

SALES MANAGEMENT



like California without the Billion Dollar Valley of the Bees

✓ NOT COVERED BY LOS ANGELES
AND SAN FRANCISCO NEWSPAPERS

California's Billion Dollar Valley lies inland — isolated from distant Coast cities by mountains. This independent, self-contained area is bigger than Illinois, has more population than Colorado.

Valley families have over \$3¼ billion in spendable income (more than San Francisco and Oakland combined), and over half of California's gross farm income.* You're not selling California unless you're selling the Valley. And to cover it in depth, you need the three Bee newspapers, each the strong local favorite in its part of the Valley.

* 1955 Consumer Markets

- THE SACRAMENTO BEE
- THE MODESTO BEE
- THE FRESNO BEE



McClatchy Newspapers

NATIONAL REPRESENTATIVES ... O'MARA & ORMSBEE



THE HOLES in this Ivory merchandise coupon mean Procter & Gamble has switched to IBM processing. First national distribution of IBM-type coupons, a five-cent coupon enclosed in Kellogg's Corn Flakes, is now under way for "Cheer."



Three New Approaches to Solving Merchandise Coupon Headache

Procter & Gamble is launching an IBM coupon on a national scale for "Cheer," Lever is promoting Sort-A-Coup, and shortly a new coupon service organization, the National Coupon Clearing House, will open its doors.

BY JEROME SHOENFELD • Washington Editor

Retail grocers dislike the coupons which contribute five cents, seven cents, sometimes even a quarter, to the purchase of cake mixes, soap or corn flakes. They're a nuisance. By September 15, it has been promised, some grocers may find coupons almost

as pleasant to collect and as easy to handle as money.

National Coupon Clearing House, Inc., will do the work. Its organizer, Robert F. Miller, once executive vice-president, Associated Grocery Manufacturers of America, Inc., now

Grocery Manufacturers of America, Inc., says firmly that by the middle of next month NACCHO will operate in Washington, D. C., and surrounding suburbs. Miller selected Washington for its publicity value.

As it succeeds in the capital, NACCHO will spread bit by bit, first to New York and Boston, then westward. Expansion may be more than geographical. Grocers are not the only retailers who collect coupons; you sometimes can trade in the very same coupons at the druggist's.

A manufacturer pushes a brand by tacking coupons to his advertisements, by mailing them to housewives or by leaving them on doorsteps. It's his way of shading prices. Coupons do attract customers.

But give the grocer your coupons, watch him at the cash register as he takes them for you. He stuffs them hastily into a cigar box and probably rings up only the amount he collects in cash. That night, after he has bolted the front door and dimmed the lights, he counts the coupons, adding the total to his recorded cash receipts. As he does so, he sorts them every which way: by size, by denomination, by manufacturer. Some piles he deposits in envelopes, which



SORT-A-COUP is Lever Brothers' answer to retailers' cry for ways to speed up the handling of coupons issued by all manufacturers. Lever Division (Lux, Rinso, Breeze, Surf, Vim) fathered Sort-A-Coup, offers it to retailers at cost—50 cents.

Easier demonstration...faster installation
with cartons that open **ZIP!**

THIS IS THE CARTON...

It contains an Essick Evaporative Air Cooler—a highly efficient, modern product, but one that is heavy and hard to remove from an ordinary carton. Furthermore, the fine finish is easily damaged through improper carton opening.



THIS IS THE TEAR STRIP...

Made of "SCOTCH" Brand Filament Tape which makes it possible to open the Essick carton in a matter of seconds (important to Essick because many of their dealers sell and install units right off the truck). Furthermore, with the Tear Strip, there's no need to use knives, wedges, or other damaging implements to open the carton.



AND THIS IS THE PRODUCT!...

Ready to demonstrate, or ready to install—easy to get at and not a scratch on it! Tear Strip Containers made with "SCOTCH" Brand Filament Tape actually cut unpacking time up to 70% over conventional methods . . . help win goodwill from salesmen, dealers, and product users.



LIKE A SAMPLE? We'll be glad to send complete information with a demonstration carton that will let you see how Tear Strip Containers can benefit your products. Just use the coupon.

The only "quick-opening" containers that work perfectly every time are made with . . .

REG. U. S. PAT. OFF.

SCOTCH
BRAND
FILAMENT TAPE



THE TERM "SCOTCH" IS A REGISTERED TRADEMARK OF MINNESOTA MINING AND MFG. CO., ST. PAUL 6, MINN. EXPORT SALES OFFICE: 96 PARK AVE., NEW YORK 16, N.Y. IN CANADA: P.O. BOX 727, LONDON, ONTARIO.

MINNESOTA MINING AND MFG. CO. (FU-08)
St. Paul 6, Minn.

Please send me a Tear Strip Container made with "SCOTCH" Brand Filament Tape, together with complete information.

NAME.....

COMPANY.....

ADDRESS.....

CITY.....ZONE.....STATE.....

he mails; others he sets aside for the visiting salesmen whose job has become as much to cash coupons as to sell. It's a weary life.

Trace these coupons as they travel back to the issuing companies. At each step, you'll find drudgery, of which NACCHO promises to relieve everybody. Retailers will handle cou-

pons as if they were so much cash. Salesmen will have time to talk up their products, to coax a little more display space. Manufacturers will unburden themselves of whole departments devoted to counting.

At the start a retailer will, as his day ends, total his coupons, but that's all. Disregarding both face amounts

and who issued them he'll put them all into the same envelope, writing the total in front, mail it to NACCHO and await his check. That's the start. As the system develops, a neat finishing touch will be added. He'll deposit his envelope at the bank, which will immediately credit his account.

Deposit coupons at the bank? What bank will credit them? The face of the envelope will be a sight draft on the Washington bank with which NACCHO will do business. It will instruct sister banks to honor the drafts, which it will accept as it receives them. For the drafts to be covered, it will open a credit line to NACCHO.

It's NACCHO that finally gets all the coupons, which it will have to sort. But it won't have to mail them back to the issuers. Monthly statements will be sufficient. Accuracy—and for that matter, honesty—can be assured by audit. The GMA, to which major and most minor manufacturers belong, might, for instance, do the checking. This is not yet a forecast. It's Miller's proposal.

Cheaper Than Now

Initial financing of NACCHO will be based on initiation fees charged the manufacturers who join. Subsequent service charges, based on the amounts of coupons handled for each manufacturer, will pay ensuing operating expenses and, presumably, profits. Retailers themselves will get the service free and, as at present, will collect around two cents for each coupon they take in trade. Miller says that his service fee—somewhere between one and two cents per coupon—will be cheaper for manufacturers than present collection expense.

What will happen to the grocery industry when clearing makes coupons as tidy as cash? Surely, there will be a coupon spree. Since NACCHO income will be based on the volume it handles, such a consequence will be happy. But problems incidental to coupon promotion, other than collection and payment, may become sharper.

It's pretty hard for a manufacturer to police the storekeepers who collect his coupons. Suppose you scatter five-cent scrip, good for pancake flour. What stops the retailer from taking it in payment for a higher margin, rival flour, or, indeed, for syrups, coffee and whatever else he sells? In aggravation, Safeway Stores, Inc., publicly threatened several months ago to do just that, but has not yet carried out the threat. Re-



FAVORITE HOTEL OF FOLKS ON THE GO ...ON BUSINESS

The Beautiful Biltmore

JUST 7 OF THE FAVORITE FEATURES

- ★ Center-of-the-City convenience
- ★ Free radio—television if desired
- ★ Inside parking for 4000 cars
- ★ Men's Health Club—Swimming Pool
- ★ Overnite dry cleaning—1 day laundry
- ★ "Long'ellow" beds—8 feet long
- ★ Morning newspapers at your door
- ★ 4 Restaurants—4 Cocktail Lounges
- ...and there are many, many more.

BILTMORE HOTEL LOS ANGELES

Teletype LA 854



No wonder builders say
their top magazine is
Better Homes & Gardens!



TELEGRAM FROM: Edward M. Ryan, Pres.,
Edward M. Ryan, Inc., Pittsburgh, Penn.

"BETTER HOMES AND GARDENS
A SALE IS NEVER MADE UNTIL A
PROSPECT SEES YOUR HOME. THE BH&G
PROMOTION ATTRACTS THESE PROSPECTS
BETTER THAN ANY PROMOTION WE HAVE
EVER USED. PEOPLE WERE SO INTERESTED
IN THE LAST TWO BH&G HOMES THEY
HAVE ALREADY ASKED ABOUT THE 1955
HOME. THIS INTEREST BROUGHT 20,000
PEOPLE AND OVER A MILLION DOLLARS
SALES IN TWO WEEKS LAST YEAR.
THIS YEAR WILL BE BETTER."

Be sure to see BH&G spread on Page 78

deemed coupons could be checked against invoices. But who likes fights?

Again, a company issuing coupons to promote a brand must first stock the stores. Shelf space is limited. A dealer often adds to the stock of one brand at the expense of others made by the same company.

Miller says that coupon clearance will furnish manufacturers with faster, more accurate statistics.

Grocery coupons have been around for decades. Since World War II they've steadily multiplied and retailers, most of all the large chains, complained. In 1953, for example, *Yankee Food Merchant*, which circulates among New England grocers, ran a series of critical articles. Last year, Grocery Manufacturers Association took up the question and in June published its findings. A paragraph in its report reads:

"As a possible aid to further improvement in coupon redemption, the A. C. Nielsen Co. is now exploring the possibility of establishing a Coupon Clearing House which could be made available to manufacturers who wish to redeem coupons from grocery distributors in this manner."

Miller had been making the very same explorations and by then had worked out his plans in fine detail. He published an advertisement in the June 25 *Food Field Reporter* announcing National Coupon Clearing House, Inc.

IBM Is Ready

The day after the advertisement appeared, a salesman and the division manager of the alert Washington office of International Business Machines Corp. called on Miller. To clear coupons, the salesman pointed out, would make it easy to amass the sales statistics manufacturers needed. Miller replied that he was aware of that. The salesman suggested that he record them on punch cards and magnetic tape as well as on mere paper: Manufacturers had, or soon would have, big electronic machines to feed. As such business develops, IBM will get it.

Miller's sales talk to the large companies does not stop with a description of the agonies of the storekeepers — everybody knows about them. He promises that clearing coupons will be cheaper than collecting them store by store. He shows how his proposal fits those of GMA.

As large companies join, it is to be supposed smaller ones will have to follow. Retailers will want to be able to treat all of their coupons like money.

The End



College educated-31%

of the people in New York City and suburbs who have attended college

are News readers-

a significant finding in the most significant study ever made in the New York market, showing the buying habits of readers, and newspaper influence

Profile of the millions

based on 10,349 personal interviews in New York City & suburbs, by W. R. Simmons & Associates Research, Inc. Shown in visual presentation, by appointment only. Don't miss it! Ask any New York News office.

(Copyright 1955 by News Syndicate Co., Inc.)



Scotch drinkers-38%

of the adults in New York City & suburbs who served Scotch whisky in the past month

are News readers-

... and News readers also happen to be majority customers for luxuries as well as necessities, in every classification. If you sell anything in New York, you should know the content of the

Profile of the millions

which shows the share of the New York market that each New York newspaper delivers. See it!

(Copyright 1955 by News Syndicate Co., Inc.)

How Do Operative Home Builders

A REPORT OF A NEW STUDY BY NATIONAL BUILDERS WHO CONSTRUCT 92% OF ALL

EVERYONE who has a stake in selling merchandise that goes into new homes realizes the outstanding importance of the operative builder—the man who builds houses *to sell*.

These men play such a major part in creating markets for building materials, equipment and appliances that their views and opinions have a tremendous significance to American manufacturers.

To learn what these builders think, National Field Service was commissioned to study a group representing 27% of all builders who construct 92% of all new homes built for sale. The results are given here for five of the several questions provided by Better Homes & Gardens.

The tabulations of their answers to these five specific questions are most eloquent. They show that with these big operative builders, as well as with the home-buying families who purchase their homes, Better Homes & Gardens is so far in the lead among America's top magazines as to be practically in a class by itself. This is hardly a modest statement, but it is offered as completely factual on the record.

Better Homes & Gardens is more than ever the one magazine you cannot do without to reach

and influence home builders and home buyers.

This survey becomes another piece of significant new evidence pointing up how effectively BH&G penetrates all the important sources of sales in the residential building market. An F. W. Dodge survey earlier this year showed BH&G far and away the leader among all magazines in reaching and influencing families who build homes for their own occupancy.

Remember, too, that whatever you have to sell to consumers, your advertising appropriation *works harder*—dollar for dollar—among BH&G's 4,000,000 families than any other advertising medium of any kind.

These same builders were asked three additional questions: (1) What do prospective home buyers seem to want in improvements or new features in the homes they buy? (2) What do you think is the greatest needed improvement in home building? (3) What important home-building developments would you predict for the next five years?

For information on the answers to the above questions, call your Better Homes & Gardens representative.

Better Homes

SALES MANAGEMENT

Rate Consumer Magazines?

FIELD SERVICE* AMONG THE NATION'S BIG THE NEW HOMES THAT ARE BUILT FOR SALE

*A Field Service affiliated with Alfred Politz Research, Inc.

HOW DO THE MAGAZINES THAT CARRY YOUR ADVERTISING STACK UP?

Here are the Five Questions Asked of Operative Home Builders

QUESTION: Please check each of the following magazines that are read regularly (almost every issue) in your home or place of business.

	PERCENT OF TOTAL OPERATIVE BUILDERS
Better Homes & Gardens	42
Life	57
American Home	39
Saturday Evening Post	32
House Beautiful	30
Time	30
Look	28
Good Housekeeping	27
House & Garden	25
Ladies' Home Journal	22
Collier's	17
McCall's	16
Woman's Home Companion	15
Living for Young Homemakers	12
Parents'	11
Household	5

QUESTION: If you could have only one magazine in your home, which one of the following magazines would you prefer?

	PERCENT OF TOTAL OPERATIVE BUILDERS
Better Homes & Gardens	24
Life	22
Time	12
Saturday Evening Post	11
American Home	8
House Beautiful	5
Collier's	4
House & Garden	2
Good Housekeeping	2
Living for Young Homemakers	2
Look	2
Parents'	2
Ladies' Home Journal	1
McCall's	1
Woman's Home Companion	1
Household	—

QUESTION: In what magazine would you prefer to see your homes or housing developments featured editorially or advertised?

	PERCENT OF TOTAL OPERATIVE BUILDERS
Better Homes & Gardens	36
Life	17
American Home	15
House Beautiful	11
Saturday Evening Post	5
House & Garden	3
Living for Young Homemakers	3
Good Housekeeping	2
Collier's	1
Ladies' Home Journal	1
Look	1
Time	1
Woman's Home Companion	1
McCall's	*
Parents'	*
Household	—

*Less than 0.5%

QUESTION: If you could have only one magazine for use in connection with your business as a builder, which one of the following magazines would you prefer?

	PERCENT OF TOTAL OPERATIVE BUILDERS
Better Homes & Gardens	41
American Home	14
House Beautiful	13
House & Garden	5
Life	5
Living for Young Homemakers	4
Time	3
Saturday Evening Post	2
Collier's	1
Good Housekeeping	1
Ladies' Home Journal	1
Look	1
McCall's	1
Woman's Home Companion	1
Household	*
Parents'	—

*Less than 0.5%

QUESTION: What magazines are mentioned most frequently by your customers in connection with buying homes?

	PERCENT OF TOTAL OPERATIVE BUILDERS
Better Homes & Gardens	43
House Beautiful	9
American Home	4
House & Garden	3
Good Housekeeping	2
Life	2
Household	1
Living for Young Homemakers	1
Saturday Evening Post	*
Time	*
Collier's	—
Ladies' Home Journal	—
Look	—
McCall's	—
Parents'	—
Woman's Home Companion	—

*Less than 0.5%

Questions: Furnished by Better Homes & Gardens

Names: F. W. Dodge Corporation

Sample Selection
Mailing
Follow-up
Personal Interviews
Tabulation

National Field Service . . . A Field Service
affiliated with Alfred Politz Research, Inc.

The sample consists of 671 completed usable interviews, representing an effective completion rate of 88% of all operative builders on the F. W. Dodge Corporation lists.

Better Homes & Gardens
advertisers are *invited guests*
in more than 4,000,000 homes!



and Gardens

MEREDITH PUBLISHING COMPANY, Des Moines, Iowa

now...

erase errors
magnetically
as you **DICTATE**

with the new
**Comptometer® magnetic
dictation machine**

Here is the greatest improvement in dictation's 68 year history! Dictate as easy as talking. Make an error—reword a phrase? It's no problem. Simply backspace and re-dictate the new or correct thought. It is recorded as the old erases itself, magnetically. You'll hand your secretary perfect dictation she will transcribe faster and better. Only magnetic dictation gives you this new freedom and simplicity.

RE-USABLE BELTS NEVER WEAR OUT!

Comptometer's Erase-O-Matic belts, made from miracle Mylar®, can be re-used thousands of times—a tremendous economy. They renew themselves, magnetically, in just three seconds, without removing from machine.

HI-FI VOICE REPRODUCTION

Comptometer's magnetic dictation means high fidelity—true, authentic reproduction of your voice, making it easier to understand for faster, more perfect transcription.



*DU PONT'S TRADEMARK FOR ITS POLYESTER FILM
The new Comptometer Dictation-Transcription Machine, the world famous Comptometer Adding-Calculating Machine, and the new Comptograph 10-key Calculating-Adding Machine are products of Felt & Tarrant Mfg. Co., Chicago 22, Ill.

DICTATION'S GREATEST TRIUMPH!

1887	1939	1948	TODAY
			The amazing Comptometer Erase-O-Matic belt. Never wears out, can be used indefinitely, errors can be erased magnetically.
First dictation with fragile wax cylinders.	First use of records—costly, breakable.	First flexible plastic belt—only one use.	

**YOU ARE INVITED TO TRY THIS YEARS-AHEAD COMPTOMETER
IN A FREE OFFICE TRIAL OR DEMONSTRATION**

**Comptometer Dictation Division
Felt & Tarrant Mfg. Co.**

1732 Marshfield St., Chicago 22, Illinois

Gentlemen: Without any cost or obligation please arrange:

☐ **FREE DEMONSTRATION**

☐ **FREE 10 DAY TRIAL**

☐ **Send complete information**

NAME _____ TITLE _____

COMPANY _____

ADDRESS _____

CITY _____ COUNTY _____ STATE _____



EXECUTIVE SHIFTS IN THE SALES WORLD

Armco Steel Corp. . . .

William O. Robertson to v-p, sales.

Borg-Warner Corp. . . .

A. L. Martinson, hardware sales manager, Atkins Saw Division.

The Carpenter Steel Co. . . .

William A. Millard to sales manager, Webb Wire Division.

Carrier Corp. . . .

Philip C. Kosch to sales manager, Bryant Division.

Clark-Cleveland, Inc. . . .

Berkeley V. Bennett to sales manager.

The Coca-Cola Co. . . .

Curtis H. Gager to v-p.

Clairel Inc. . . .

William R. Tierney to newly created post of director of marketing.

Ford Motor Co. . . .

Thomas J. O'Neil to executive director, sales and advertising.

Geneva Forge, Inc. . . .

Thomas O. Rauworth to president. Company a subsidiary of Ekco Products Co.

The Glidden Co. . . .

Elmer L. Weber to general sales manager of all packaged products, Durkee Famous Foods Division.

Kennametal, Inc. . . .

Bennett Brugoon, Jr., to sales manager.

Marmet Corp. . . .

Edwin P. Alberts to sales manager.

Nash, Inc. . . .

Alexander D. Goodman to sales manager, Daniel Division.

North American Van Lines . . .

Paul Clarke to assistant president.

The Parker Appliance Co. . . .

D. A. Cameron to general sales manager.

Publicker Industries Inc. . . .

John L. Leban, to v-p, sales for all liquor subsidiaries.

Waring Products Corp. . . .

J. P. McIlhenny to v-p, sales. Corporation a subsidiary of Dynamics Corporation of America.

Westinghouse Electric Corp. . . .

Louis Martin to general sales manager, Westinghouse Electronic Tube Division.

Wheeler Reflector Co. . . .

Frank A. Sullivan to sales manager.

SALES MANAGEMENT

TOOLS FOR SELLING



1. PRELIMINARY MEETING of Webster-Chicago marketing officials is first step in getting tape recorded sales meeting to regional sales managers. Here, agenda is planned, schedule worked out.

Keep Field Salesmen Posted Remote Control Sales Meetings

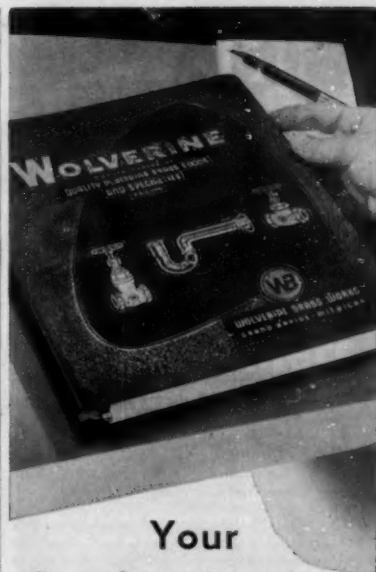
If you're forced to settle for only occasional face-to-face contacts with field representatives, the communications set-up put into operation by Webster-Chicago Corp., may spark a profitable idea.

Webcor is one of the country's largest manufacturers of tape recorders, so it isn't surprising, really, that the company adopted the tape recorder technique to improve communications between the home office in Chicago and the firm's 18 regional sales managers and the sales representatives. The pictures on these and following pages show how this "idea interchange" works.

H. R. Letzter, Webcor vice-president and general sales manager, says the "home office marketing team" has worked out a simple procedure for recording meetings and sending copies to salesmen in the field.

At a preliminary meeting the executives who are to participate agree on subjects to be covered, the time to be allotted and the topics to be discussed by each man. After each has collected the material and notes he will need, they again gather around a table. This time a microphone is ready, and a recorder stands by.

One man is designated to keep an eye on the agenda and on the clock. Keeping the discussion within the agreed time limits is not difficult, even



Your
Catalog Becomes
a Powerful
Selling Tool in

HEINN Loose-Leaf
Binders

Your sales volume increases when Heinn Binders add sales appeal to your catalog and Heinn-designed indexing stimulates buying action by giving facts in three seconds. Years from now, when ordinary binders are worn out, your Heinn covers will still be a credit in appearance and performance.

Heinn custom-styles loose-leaf binders to meet your sales need. Because the emphasis is on ideas, uncompromising standards and service, Heinn attracts customers whose names alone are recommendations. For proof of the satisfaction that Heinn delivers, consider the repeat orders that keep coming in... some from companies Heinn has served for 40 years!

New...

"Facts at Your Fingertips," the booklet that simplifies catalog planning. When writing for your copy, please indicate your needs in binders and indexes.



THE HEINN COMPANY

314 WEST FLORIDA STREET
MILWAUKEE 4, WISCONSIN

ORIGINATORS OF THE
LOOSE-LEAF SYSTEM OF CATALOGING
LEADERS SINCE 1896

BIND

YOUR CATALOGS...

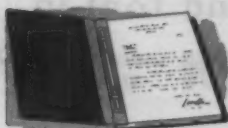
The Acco Fasteners in Accopress Binders hold from 2 to 2000 sheets. Capacities from 1 to 6 inches.

with

ACCOPRESS BINDERS

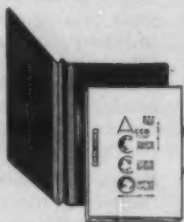
Give your catalogs longer life, keep them up-to-date, add or delete pages as you wish. Such flexibility means loose-leaf—and loose-leaf at low cost means ACCOPRESS Binders. No expensive, space wasting mechanisms. No awkward handling when making changes.

ACCOPRESS Binders for catalog covers are available in 5 colors and may be printed or embossed for just the effect you wish. Covers are made of durable pressboard, lie flat, and come in many sizes. Write us your needs—or ask your stationer to show you the complete ACCO line for keeping papers together and safe in every department of your business.



The Accopress Binder combines loose leaf convenience, large capacity and economy. Ideal for Catalog Covers.

When transfer time comes just slip the bound papers from the Accobind Folder, insert a new Acco Fastener and the Folder is ready for another year's filing.



ACCOBIND folders

ACCOPRESS binders

PIN-PRONG binders

(for marginal multiple punched forms)

ACCO clamps

ACCO punches

THE ACCOWAY SYSTEM

(for filing Blueprints and all large sheets)
and other filing supplies

ACCO PRODUCTS, Inc.

Ogdensburg, New York

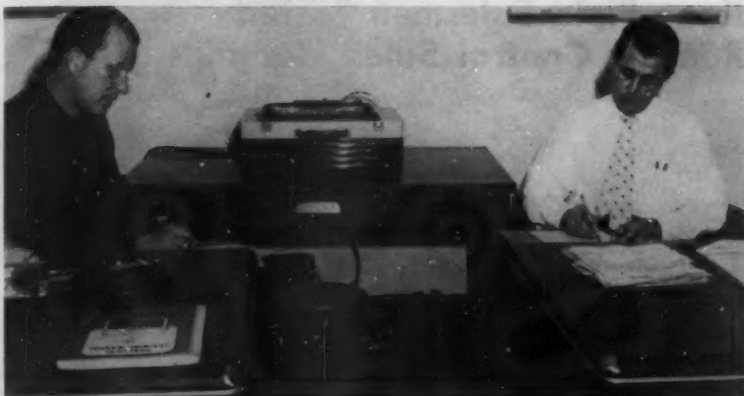
In Canada: Acco Canadian Co., Ltd., Toronto



TOOLS FOR SELLING (continued)



2. **READY TO RECORD**, marketing officials gather around microphone. Discussions are kept informal. Pictured are members of Webcor's sales and advertising home office executives.



3. **AIR-MAILED DUPLICATES** of original tape reach sales representatives in Texas office. They listen, make notes. Each office—18 in all—is equipped with recorders.

though prepared scripts are seldom used. When the recording is completed, it is played back so the participants can make suggestions for editing.

Duplicate copies of the master recording are then made and air-mailed to each regional sales office.

Within a few days, each salesman listens to his tape on his own recorder, makes notes to be relayed to his distributors and dealers. The salesman uses the same or another reel of tape to record his answers to questions raised, along with his comments or suggestions. The reel is then mailed back to the home office.

SALES MANAGEMENT



4. **ANSWERS TO QUESTIONS** raised by home office executives in tape recording are dictated by Dallas representatives of Webcor. They'll send same reel of tape back to home office.



5. **RESULT** of tape recorded sales meeting is fresh information from home office, which Dallas salesman (right) passes along to distributor.

Subject matter of the recorded sales meetings covers the whole range of marketing information—plans for selling programs and progress reports while they are under way, reports on shipping schedules and inventories, advertising and sales promotional plans and suggestions, dealer helps and their use, sales training tips.

The End

SALES MULTIPLY

when you **EYE-identify**

WITH **Ad Banners**
BY **HOLLYWOOD**

Make your product stand out, give it that look of distinction. Indoors or outdoors, with banners, sashes, miniatures or pennants, you build up sales when you put up banners.

Feed your **SALES IMAGINATION!**
Hundreds of great ideas in **FREE**
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**LETTERS
REPORTS
SURVEYS
INTERVIEWS
RECORDS
INSTRUCTIONS**

WHEN YOU'RE
"On-the-Road"



TAKE A **"RECORDER"** and a
CONVERTER in your CAR

Don't leave your recorder idle when you're "on the road." Thousands of progressive salesmen, executives, adjusters, lecturers, newscasters and others working "in the field" find they can make more calls, cover more ground, work more efficiently with a **RECORDER** or **DICTATING MACHINE** in the car.

Operated by a **CARTER ROTARY CONVERTER** from your car battery, you can easily **DOUBLE** the usefulness of your recorder if you take it along.

Carter Converters are used in cars, boats, planes, supplying 110 v. AC from storage battery power. Sold by radio parts distributors everywhere. Mail Coupon for full details and nearest distributor. Carter Motor Co., Chicago 47.

Carter Motor Co.
2652 N. Maplewood Ave.
Chicago 47, Illinois

Carter

Please send illustrated circular and full information on Carter Converters.

Name

Address

City State

Top Management Asked: "Won't this program lower our rate of profit per unit sold?"

Marketing's Answer: "We're undertaking a 'super-sampling' operation that will broaden the whole power-tool market."

Black & Decker Sells Management On an Extra Advertising Budget

BY LAWRENCE M. HUGHES

A lot of handy men may have a Happier Christmas. . . .

And Santa may hitch up some extra reindeer. . . .

Because the men who manage marketing for Black & Decker Manufacturing Co., Towson, Md., decided that *extra* planning, *extra* values in gift packages of power tools, *extra* research, promotion and sales effort, and a vigorous, sustained, far-reaching advertising program (costing \$150,000 more than had been budgeted) would "all add up" to *extra* volume and prestige.

B&D has promoted Christmas packages before. But this program, among other things, will be longer and stronger, in *mass* media. It mobilizes more thoroughly all forces involved.

First conceived last fall, the program—and the need for the extra appropriation—were sold in March to B&D's top management. Then the marketing staff "previewed" the complete presentation for the hq and factory staffs. At a meeting of field sales managers at Towson in May, the campaign was presented in the form in which these same field men were to unveil it at summer trade meetings.

25,000 Dealer Calls

And although B&D distributes its consumer line through wholesalers, this fall the company's own salesmen in the U.S. and Canada will call on 25,000 higher-rated retailers for orders (placed through wholesalers) and to put more promotional power into the retailers' power-tool business.

In the last three months of '55 many millions of people will read and hear about two Black & Decker "specials": For the amateur there will be a 21-piece electric Fixkit (\$29.95).

More experienced do-it-yourselfers will want the new electric Drill 'n' Saw kit (\$44.95). On either the consumer saves \$5.45.

Dealers will learn that "12 of every 20 homes are power tool prospects." B&D salesmen will explain that, on the average, "of every 20 homes in your neighborhood. . . .

. . . six own a home workshop (equipped with hand tools);

. . . four, who own a portable electric tool, logically will buy others, and

. . . two plan to buy a portable electric tool."

40,000 Catalogs

On their 25,000 calls, in a six-week period, the men will talk with hardware, lumber, farm equipment dealers and department store buyers. B&D does not know the total number of dealers who handle its consumer products. But the 25,000 primarily are the cream of the crop. Some of the others are variety and hobby stores, jewelers and appliance stores. One estimate of total outlets is 68,000. The company prints 40,000 catalogs for wholesalers' salesmen and 200,000 for retailers.

On September 1 trade advertising in the program breaks in this country, in *American Lumberman*, *Building Supply News*, *Hardware Age*, *Hardware Retailer* and *Retailing Daily*; in Canada, in *Hardware & Metal* and *Le Prix Courant*.

Consumer advertising will start in late September. In the U. S. media will be *Better Homes and Gardens*, *Life*, the domestic *Reader's Digest*, and the "Family Gift Center" promotion of National Retail Hardware Association in *The Saturday Evening Post*; three TV shows—"Today" (Dave Garroway), "Home" (Ar-

lene Francis) and "Tonight" (Steve Allen); and TV spots in key markets not reached by these shows. North of the border B&D has scheduled *Canadian Homes & Gardens*, *MacLean's*, both the English and French Canadian *Reader's Digest*, and TV spots in Montreal, Toronto, Winnipeg, Vancouver and other key markets.

To retailers B&D's salesmen will talk about national media in terms of local coverage. The magazine series will reach "17 out of every 20 homes in your neighborhood—often." Telecasts of "Today," "Home" and "Tonight" get, respectively, to 92%, 87% and 73% of "all U.S. TV sets." Supplementary spot schedules bring U.S. TV coverage to "93% of all sets available." A coverage map and list of markets helps the salesman to bring matters down to cases in Dallas or Detroit, Philadelphia or Portland, Ore.

Of course, two-color half pages in *BH&G*, four-color half pages and a final color page in *Life* and two full pages in domestic *RD*—totaling 20 million circulation an issue—would run into money. But the main reason for the extra budget is television.

Why TV?

B&D's marketing executives take some pains to explain to all concerned "Why TV?"—and why Black & Decker should be the first manufacturer of power tools to use TV extensively. The reasons, as given to B&D's own top management:

"1. TV reaches and influences all members of the family—as a family—where purchases and gift suggestions can be discussed *when the impression is made*.

"2. TV demonstrates our products to the audience. . . .

"3. TV has tremendous influence on dealers.

"4. TV gets into homes—including new homes—and fast!

"5. TV permits Black & Decker to concentrate many messages in the most effective buying season." . . .

B&D is no stranger to mass media. In 1921—a quarter-century before the company first tackled the consumer market—a consistent series of full-page ads was launched in *The Saturday Evening Post*, to discover and cultivate new uses and markets for portable power tools. In the last decade advertising in "handy-man" magazines has been reenforced by campaigns in national weeklies, home service magazines, mechanics' monthlies and farm publications; and, abroad, by 10 editions of *Reader's Digest*.

TV Tests

For five years J. F. (Jack) Apsey, director of advertising and sales promotion; G. Ross French, advertising manager, and the agencies, Van Sant, Dugdale & Co., Baltimore, and McKim Advertising, Ltd., Montreal, have been busy selling TV to B&D's big brass. In 1953 and 1954 TV was tested locally in Buffalo, Minneapolis, Los Angeles and Syracuse.

"These tests were fairly successful," Jack Apsey explains. "They attracted not only consumers but new dealers . . . Advertisers of other 'higher-price' products—higher-price than soap, cereal and cigarettes!—were learning how to use and exploit TV. We believed that it could be made to work across the board for us. We told our Management Advisory Committee that a nation-wide TV campaign could make Black & Decker mean more to consumers, the trade and our own sales representatives. . .

"Our management likes the whole program—but had to be convinced that it justified the extra expense. Could not some parts of it be dropped? We showed them that all parts were needed to do an effective job."

Top management asked: "Won't this program lower our rate of profit per unit sold?"

The marketers replied: "The important thing is that it will introduce B&D's name to millions of families, and will make B&D the talk of the trade. We're undertaking a 'super-sampling' operation that will broaden the whole power-tool market." . . .

On dealer calls the salesman will offer newspaper mats, radio scripts and envelope stuffers for tie-in advertising; kit and carton store dis-

plays and TV banners and, on larger orders, special "Santa Claus" cards. Dealers will learn about a \$1,000 Christmas window display contest, and lay-away plan, under wholesalers' auspices, which permits dealers to pay all at once in January.

The major "item" in the program, however, is Black & Decker's wide and long-established reputation.

The "world's largest maker of portable electric tools" was launched in Baltimore in 1910 as a specialty machine shop—on \$1,200 dug up by two young engineers, S. Duncan Black and Alonzo G. Decker. Black died in 1951. Decker continues active as chairman of the board and president.

While Decker took care of production and new product development, Black went out and sold. When first profits appeared, the partners put half of them into advertising. The black hexagon around an orange-colored circle, proclaiming "B&D electric tools," popped up in more and more places.

Decker kept a draftsman handy in

his office, to work out, as he says, "some of my damn-fool ideas." In those days, when electricity as an industrial energy still was young, B&D developed and promoted a drill with "pistol grip and trigger switch." Many times modernized, this is still a basic B&D picture.

In 1916 the firm started making tools for the new automobile industry. And in 1946 the already burgeoning do-it-yourself trend put B&D into consumer products—some of them modifications of the others, but many brand new. Today, consumer products represent 40% of Black & Decker's \$40 million annual sales.

The industrial line, of more than 100 tools, is sold through industrial distributors direct to users. The automotive line (valve-seat grinders, valve refacers, sanders, polishers, vacuum cleaners, etc.) goes through automotive distributors to car dealers, independent car repair and body shops, and service stations. The consumer line moves through wholesalers and retailers to final users.

All segments of the electric tool market are covered by B&D salesmen



BLACK & DECKER'S SALESMEN ALONE are responsible for distributing this window display. None will be mailed to dealers, and none are available to wholesalers. B & D will give \$1,000 in prizes (\$500 first prize) for the best dealer window display.

...are you getting your share of the "Mentions"?



How to check the use of your name
in the newspaper advertising of
another manufacturer's product

● ACB calls them "mentions." They are usually buried deep in the body copy or hidden in a 6-point cut caption of some advertiser who buys from your contract division. Yet they are golden advertising nuggets for the products they "tie" into. Finding these "mentions" would be an impossible job for any manufacturer. They may appear in any advertising any day on any page of the 1,750 daily and Sunday newspapers published in 1,393 different cities. ACB is keyed to such a degree of accuracy that its readers pick up better than 95 out of every 100 "mentions" published. "Competitive" mentions to show you exactly how you stand, may also be of importance to your organization.

This is but one of many ACB services available for business management. From such data, comes sounder advertising and sales policy.

Send for ACB's Catalog. 48 pages. Describes each of ACB's 14 Research Services. Gives many case histories; cost of service, or method of estimating; complete directory of dailies; U. S. Census of retail stores. It's free! Ask for it today.

ACB SERVICE OFFICES

79 Madison Ave. • New York 16
18 S. Michigan Ave. • Chicago 3
20 South Third St. • Columbus 15
161 Jefferson Ave. • Memphis 3
51 First St. • San Francisco 5



—who call on distributors and wholesalers and make "missionary" calls on dealers and users. They work under 29 branch managers, who are supervised by six regional sales managers. Backing them all up are 41 factory service branches—none of which is more than "24 hours" from any customer in the U.S. and Canada.

At hq sales responsibility for U.S.-Canada is divided by function. Raymond G. Horner, v-p for sales planning, directs all staff operations of the sales division. John F. Spaulding, v-p and general sales manager, directs district and branch managers, sales and service representatives, and warehouses.

Do-It-Yourself Abroad

But the U.S. today is only part of a broad bailiwick. Black & Decker has wholly owned subsidiaries in Canada, England, Australia, Brazil and Mexico—whose officers meet regularly with the people at Towson to plan production and marketing programs. ("Do-It-Yourself" is doing well abroad, too!)

The parent company now has 5,000 stockholders and 4,000 employees — many of whom also are stockholders. For the fiscal year ended Sept. 30, 1954, Alonzo Decker reported working capital of \$15.7 million; net worth of \$19.9 million; earned surplus of \$13.7 million. On net sales of \$35.1 million, B&D made net earnings, after taxes of \$2.8 million—or about 8%.

Today's top management is equally sales-minded. Under Alonzo Decker, Robert D. Black, younger brother of cofounder Duncan Black, now serves as executive v-p. A. G. Decker, Jr., is v-p in charge of manufacturing for the world-wide subsidiaries; Adam J. Quick, v-p for production; J. E. Hardesty, treasurer, and T. I. Burbage, secretary. These six, with Horner and Spaulding, compose the Management Advisory Committee.

Several served long years in Sales. Robert Black, for instance, went up through salesman, branch manager and advertising manager, and then v-p for sales—first for the U.S. and then for the world. Alonzo Decker, Jr., worked in Sales and Export until laid off during the Depression! He returned to Experimental and Engineering. Horner and Spaulding have sold power tools, respectively, for 37 and 28 years.

Forewords to catalogs of 35 years ago talked about the importance of "reputation . . . The Black & Decker reputation is based upon quality. . . We strive to build the best that we

can regardless of price." But by standardizing processes and quantity production, "we are able to keep the price down."

Since 1918 B&D has issued to customers annually a "Statement of Policy" making clear the rules of its "selling game." In the current statement to industrial and automotive distributors, Alonzo Decker shows that "basically, our policies are the same as they were in 1918."

In the last decade a parallel credo has gone to wholesalers, for the retail line.

Both describe B&D's field organization, service, guarantee, advertising and sales promotion, distribution, discounts, freight allowances, policies on returned goods, "engineering and development."

Under "Field Organization" both cite the knowledge, ability and authority of the branch managers—whose electric tool marketing experience adds up to more than 500 years. These managers "interpret and execute" sales, distribution and service policies, and make final decisions on appointment of wholesalers and on wholesaler relations. Their job is to help the distributors and wholesalers to make the most of their market potentials.

B&D, the statements explain, employs advertising and sales promotion "on a regular, continuing and aggressive basis . . . to broaden the markets for electric tools . . . A definite percentage of sales volume is assigned each year to these vital sales aids." Mentioned are media—from various types of publications to "trade shows"; from "attractive packaging" to seasonal and permanent store display material and equipment.

20-Fold Increase

From \$5 million in 1946 the home electric tool market is estimated to have grown to \$100 million a year. (Depending on what you count, it may be even larger.) And among the major factors in it Black & Decker has long been largest.

Do-It-Yourself (a combination of creative, pioneering money-saving and keeping-ahead-of-the-Joneses instincts) has been spurred by the nation-wide building of more than a million homes annually since World War II; the mass exodus to the suburbs (and to the South and Southwest); the rise in number of two-home or summer-home families. (Retailers in "resort" areas report a booming summer business in power tools.) Owners of a new four-room house, B&D people say, are better power-tool prospects than renters of

four-room apartments would be.

Other factors include the shorter work-week and -year; adult education courses (which show you how to cut lumber) and the female addicts. Women find the things labor-saving for everything from mixing paint and sharpening knives to putting a super-polish on furniture.

With all these have come expanded manufacturer and retailer promotion... supported by fix-it newspaper columns and features and the wider influence of home and "handy-man" magazines. McCall Corp., a "dress-pattern" house (and magazine publisher), now offers do-it-yourself patterns. Humorists help publicize a trend. (See Corey Ford's "Not with My Two Hands" in June *Reader's Digest* and Bill Mauldin's dissertation on self-clobbering in July 25 *Life*.)

Have to Be Handy

Come good times or bad, B&D is sure we'll keep on doing it. Right now the market is twofold: "Wealthier people 'expressing' creative urges, and the less prosperous who must save money by making, installing and repairing things. A \$75-a-week man can't hire a \$125-a-week artisan to do them for him. If economic conditions should get worse, a lot of men would *have* to be handy."

But even though power tools could be called a capital investment, they still have to be sold.

For the Christmas program, says Jack Spaulding, "the problems were to *sell* it, internally and externally, and then to *control* it every step of the way. We had to do something spectacular—and then we had to make sure that every group does its part in it.

"Because we reach retailers through wholesalers, we felt that we've been weak in dealer penetration. A vital part of the program is the 25,000 calls which our representatives will make between October 1 and November 15."

Most of the B&D men work with wholesalers. Those who concentrate on larger retailers place the orders through wholesalers. Such retailers, and all wholesalers and their men, already have been told how "It All Adds Up." Spaulding has attended a dozen area-wide wholesalers' meetings. "They like the program," he reports, "and are putting their weight behind it."

Before the program was presented to top management, B&D's marketing executives developed a metal kit to replace a cardboard box for the Christmas "package," a second kit

for the semipro users, and studied potentials and user habits, before shaping the step-by-step program. The market research was done by Van Sant, Dugdale & Co. and Sid Hollander, Baltimore research consultant.

Before the full Management Advisory Committee, Horner presented findings and program in flip-chart form. Some findings: 60% of U.S. families now own homes; prospects for power tools range from lower-middle (\$4,000-and-up) to highest-income families; 65% of do-it-yourself jobs are performed in the winter and spring.

At one all-afternoon meeting the committee approved the *idea* of the program. But several more meetings were needed to convince everyone that the above-budget \$150,000 for advertising would *not* have an adverse effect on net profits.

Some strong arguments by the marketers: The displays and other retail efforts would strengthen *other* items in B&D's line. Instead of limiting, the program would *lengthen* the "selling season." (Red-and-green cartons on the "Christmas" packages can be easily removed, to keep dealers from getting caught with dated stocks.)

When the committee finally agreed Christmas started coming with a rush to Towson, Md.

Even Santa Claus!

The branch managers, merchandising people and others who came from across the U.S. and Canada in early May received Merry Christmas greetings from Spaulding, who served as master of ceremonies. In the front of the room shone a Christmas tree. Santa Claus (otherwise Hq Staffman Harvey Porter) came in, toting a big bag of kits.

But all this occurred on the last day of a three-day meeting. For two days the visitors had seen hq people wearing badges which said "IT ALL ADDS UP!"... But no one would tell them what-all adds up to what.

Big display boards on both sides at the front of the meeting room bore various "Adds Up" cards. As Spaulding covered each point in the program, Apsey and French at opposite boards rapidly unveiled a separate feature under a card: New findings on the market. Even the color of the packages (hammerloid blue, under the sleeves) had been researched. Each package was opened.

Jack Spaulding emphasized that "It All Adds Up" to opportunity to do the biggest sales job yet!"

The End

The greatest magnet for the buyer's mind



The daily newspaper appeals to every age group of both sexes

Here at Advertising Checking Bureau, we read every advertisement published in every daily paper in the United States.

As we read this advertising totaling \$2 billion annually, our eyes occasionally fall on the editorial content and we observe that every age group of both sexes find special features of interest in the daily newspaper. The news columns, mightiest magnet of all features, is the newspapers own exclusive ball-wick! Here is chronicled each day, newsworthy doings of local people, known and unknown to the reader—their triumphs and misadventures. And the news of the world.

This kind of news gathering and editing, plus high-speed presses and split-second distributing systems, makes the daily newspaper—now as in the past—the most patronized of all advertising media!

They pay us to serve you

ACB serves the newspaper industry by reading every advertisement published in the nation's dailies and Sunday newspapers, and making certain that proof-of-insertion is received promptly by the advertiser or agency. This service—paid for by the publisher—relieves the advertiser of clerical work and delays.

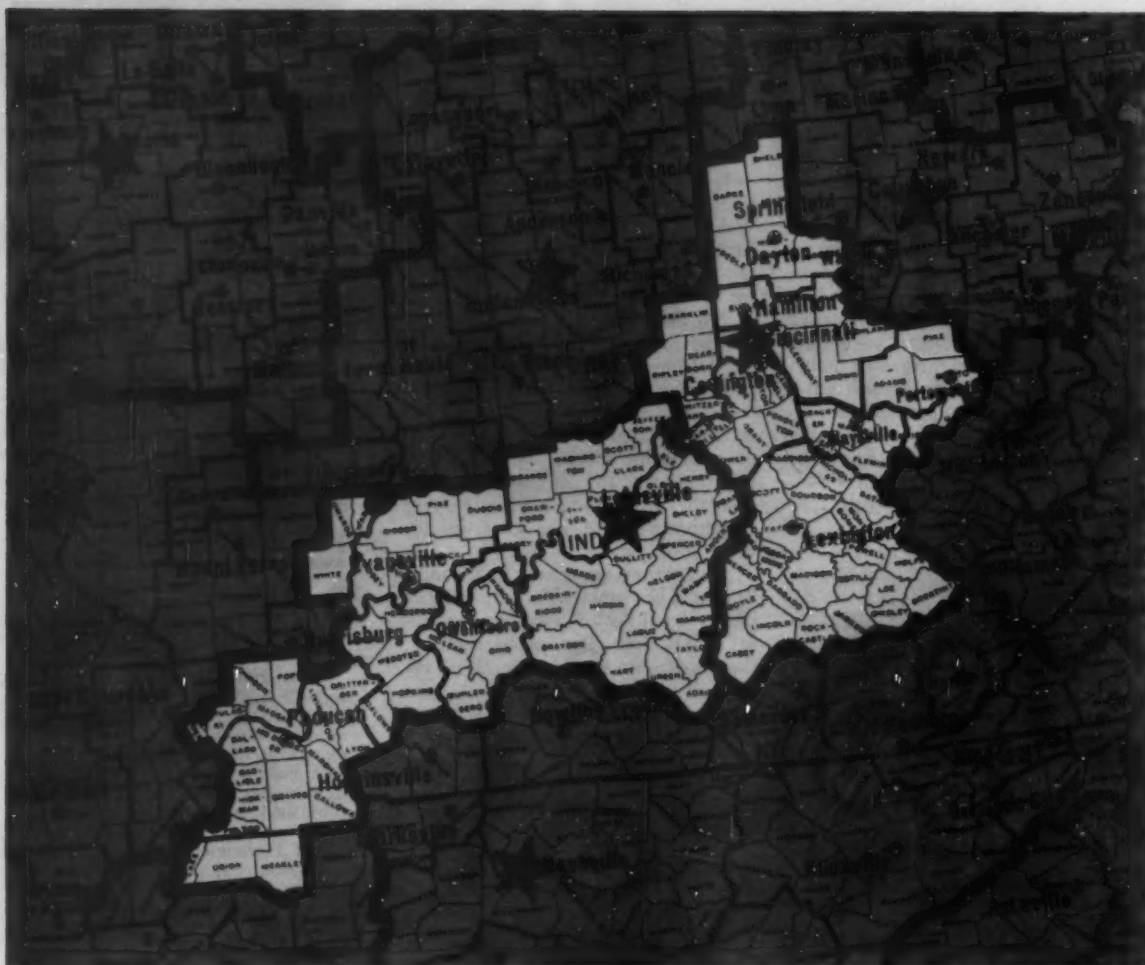
From this "reading job" ACB has developed 14 most useful Newspaper Research Services for merchandisers. More than 1100 leading firms use these services which are discussed in our column on the opposite page.

ACB furnishes a complete, accurate & dependable service.

See opposite page for listing of ACB Service Offices



The
ADVERTISING
CHECKING BUREAU
INC.



THIS MAP SECTION spotlights (heavy black lines) two of the 73 industrial selling areas into which the country has been divided by Waldie & Briggs, Inc. Why isn't

Lexington a part of the Louisville area? See text for answer. Map copyright, Marketing Division, Hearst Magazines, Inc.

Trade Flow, Not Geographical Lines, Should Determine Sales Territory

Should Lexington be in the Louisville territory of an industrial marketer—or worked from Cincinnati?

A look at an ordinary map would bring an easy answer, "Louisville, of course. It's much closer."

But the easy answer would be a wrong answer. A super-highway, U.S. 25, runs between Cincinnati and Lexington, making the trip only 50 minutes' travel time. From Louisville it's a tortuous route, requiring two or more hours of driving time.

Louisville and Cincinnati are two of the 73 industrial distribution terri-

tories developed for clients by Waldie & Briggs, Inc., Chicago advertising agency, as part of a selective selling plan.

Researchers of the agency, using the combined volume of industry as the crux of industrial buying power, pinpointed the potentials, then assembled Hearst's 616 trading areas into the 73 major industrial distributing territories on the basis of topography and common sense.

The mapping system makes it easier for clients to provide salesmen with equalized opportunities, and to

conserve travel time, as exemplified by the Lexington example.

The basic idea is to increase selling efficiency. As explained by Peter Frantz, plans chief of Waldie & Briggs, "Industrial selling today is a high-cost item. According to a survey by the Sales Executives Club of New York, Inc., the cost of an average industrial sales call, whether productive or not, is \$17.24. If we can help our client salesman spend that \$17.24 where he can get maximum business, we've helped him to make a profit. The same survey shows

Coming...

in November 10th issue of Sales Management

The 1965 LOOK

WHERE WE'VE COME FROM, 1945-1955

and WHERE WE'RE GOING, 1955-1965

A realistic close-up of 1965 coupled with a complete picture of the past decade . . . changes in markets . . . population . . . buying power . . . distribution methods . . . product design . . . materials . . . manufacturing . . . through the eyes of probably the most star-studded team of experts ever to write on one subject in a single issue of a business magazine . . .

- SUMNER H. SLICHTER—Lamont University Professor, Harvard University, and other nationally famous economists and business analysts.
- GOVERNMENT EXPERTS — on Population, Income, Sales.
- THE HON. WRIGHT PATMAN —author of Robinson-Patman Act.
- PETER B. B. ANDREWS — and his 300 industrial panel members (SM's "Future Sales Ratings" Board).
- EXECUTIVES OF INTERNATIONAL MACHINISTS UNION.
- WILLIAM T. SNAITH — President of Raymond Loewy Corp., one of the world's big-name authorities in product design.
- GERHARD COLM — National Planning Association.
- ADVERTISING AGENCY EXPERTS — authorities on distribution and merchandising
- DR. J. M. GOULD and the staff of Market Statistics (the Men Behind the Survey of Buying Power).

The study will be in two main parts — one featuring the detailed broadscale evocation of 1965 business trends and conditions, the other a statistical analysis of metropolitan area growth — for 233 areas — by the Survey of Buying Power staff.

The metropolitan Area Study will show the current population, income and retail sales—a 1945-54 Index of Change in each of these categories as well as for the 5-store groups . . . food, general

merchandise, furniture-household — radio, automotive and drug — for each area, each county within the area, the city or cities for which the area is named, all other cities in the area with retail sales of \$50 million, and all multiple cities in the area. PLUS a projection to 1965 of current population trends. An exclusive listing of 85 of the 233 metropolitan county areas where better-than-average population gains will propel the entire area ahead in its national ranking.

The 1965 LOOK

Coming Your Way in November 10 Sales Management

Make it

4 In Growing Florida

You need 4 in Florida.

That need is big, booming Orlando on the colorful Orange Blossom Trail.

After you buy Jacksonville, Miami and Tampa, put a little in the pot for prosperous Orlando.

Here 400,000 folks spend 500 million \$ yearly.

Orlando Sentinel-Star

MARTIN ANDERSEN

Owner, Ad-Writer & Galley Boy
Orlando, Florida

Nat. Rep. Burke, Kuipers & Mahoney

1955 GOES Wild IN DAVENPORT, IOWA

ALCOA plans \$30 million expansions
FORD MOTOR CO. picks Davenport as sales headquarters

SEARS ROEBUCK \$3 million store opens
\$3 MILLION shopping center starts
BENDIX AVIATION expands plant
PLAN \$500,000 downtown shops building
IOWA'S HIGHEST! Bank clearings up 18.8%!

Again... DAVENPORT NEWSPAPERS ARE
... FIRST in Quad-City circulation — in Quad-City advertising lineage — in advertising lineage in ALL IOWA!

The MORNING DEMOCRAT — The Evening DAILY TIMES
The Sunday DEMOCRAT & TIMES
Represented Nationally by Jann & Kelley, Inc.

I read it from cover to cover

W. S. Finnell
Chairman of Board
Finnell System, Inc.

Here's another of the 284,706⁺ corporate officers and titled executives who read The Rotarian, 90% of whom buy material, equipment, supplies or services for their firms.

The **Rotarian**

1600 Ridge Ave., Evanston, Ill.
\$13,000 average net paid ABC, Dec. 1954



New Promotion Manager For Sales Management

SALES MANAGEMENT, the Magazine of Marketing, announces the appointment of Philip L. Patterson as sales promotion manager. Patterson is a charter member of the Sales Promotion Executives Association and a member of the board of directors of the New York chapter. He also is a member of the board of directors of the National Visual Presentation Association.

Patterson joined SALES MANAGEMENT in 1951 as assistant to the managing editor. He was promoted to associate editor, and in 1954 was named associate managing editor. He is a graduate of the University of Washington, where he was editor of the college newspaper.

that out of 100 calls, cold calls, the man will probably sell nine. If the prospect has responded to advertising, chances jump to 16 out of 100 and the cost of the sales-resulting call goes down from \$187.50 to \$107.75. If the prospect has asked to have the salesman call after having the opportunity to study literature about the product, chances are 38 out of 100. Thus the cost of the sales-resulting call drops still further—to \$45.

"To accomplish such cost reductions, we believe that there must be better integration of advertising and personal selling. Both must be geared to intensive development of the market for a particular company or product. The map helps to visualize the figure data, which is in book form.

"The client sales manager can take the buying power indicated and set or correct his quotas, equalize terri-

tories, concentrate salesmen's efforts in the areas of greatest potential."

The 73 distributing territories are by no means uniform in potential, but the sales executive can nevertheless equalize opportunities for each salesman or, for that matter, each distributor. He might put two men, for example, in the Chicago area, which has 6.91% of industrial potential, and their opportunities would be similar to that of the one man who has an area of 3.5% potential.

Roughly 40% of general industrial buying power is in 10 territories, 50% in 15 territories, 80% in 39 territories.

Waldie & Briggs uses the trading area wall map of the Marketing Division of Hearst Magazines, Inc., to outline the 73 territories (as shown by heavy black lines in the illustration on p. 88). Color overlays spot the "rich" potentials.

The End

LUBBOCK'S
TEXAS
Buying Power
is UP
97.4%
OVER 1950

2nd highest per family income of major Southwestern cities. Share Lubbock's growing wealth — advertise in the one medium that covers the growing Lubbock Market thoroughly, without waste, dead spots or fading fringe...

(SM, '51-55)

Lubbock AVALANCHE-JOURNAL
CIRCULATION OVER 54,000

Represented Nationally by TEXAS DAILY PRESS LEAGUE, Inc.

Representing Daily Newspapers Only

We Promise You 200 Pages Of Business Gift Ideas...



... in **SALES MANAGEMENT'S** block-buster special issue of September 10.

Over 70% of corporations do give business gifts. That's a diamond-hard fact. And **SALES MANAGEMENT'S** big, bright bonus issue, "When a Corporation Says Merry Christmas," will be mailed to your desk or home by September 10 — in plenty of time to help you find the answer to these questions...

- **what to give?**
- **to whom?**
- **when?**
- **budget?**
- **source?**

Meet Mr. & Mrs. Teen-Ager, Today's Well-Heeled Buyers



They are subsidized by doting parents, they earn more, they spend more, they desire large families, and they're optimists.

BY CAROLINE BIRD*

As a parent you probably envy the poise of your high-school sons and daughters. As an employer you probably feel that the younger generation isn't as ambitious as you were on your first job. As a citizen you may worry about juvenile delinquency. But as a sales manager you've got to know what really makes young adults tick: Now, as always, they hold your market in the palm of their hands.

You're undoubtedly flooded with statistics about them right now. You

*Caroline Bird, whose by-line appears regularly in *Collier's*, *Esquire*, *This Week*, *Cosmopolitan* and other national publications was a teen-age bride at Vassar. Her daughter, now a junior at Vassar, is 20 years old, and single.

know—or a magazine research department will be delighted to tell you—exactly how much a young couple spends on the honeymoon (\$361—and more than they expected). According to one such survey, the bride prefers yellow in the kitchen, knows what kind of china she wants before she goes shopping for it, and prefers a double bed to the twin beds you and your bride thought so hygienic. According to a *Fortune* survey, the young are spending less of their total income on clothes, and the expensive fur coat every girl yearned for is “nearly dead.”

Isolated data from market research are provocative, but they need interpretation. What kind of people are

attached to the statistics? What kind of customers are these young people going to be? What do they really want out of life? Individuals differ, of course, but sales campaigns succeed on their appeal to the average or the ideal pattern, and the sociologists say that the pattern is changing. If you're a typical sales manager over 40, here are some of the ways the kids can fool you:

1. **They're rushing into marriage.** Back in the '20's and '30's, young people wanted a “good time.” In high school and college they ran around in crowds. In the upper income brackets, girls went to college to prepare themselves for a career. Upper income boys prided themselves on “playing the field” before “settling down.” Neither sex wanted to get married

until it could start off materially where mother and father left off.

Now they're getting married as fast as they can. They start "going steady" in high school, and think nothing of marrying before they are out of college or established in a job. President Harold Taylor of Sarah Lawrence College laments that a sophomore at that Ivy League girls' college begins to worry about being an old maid if she doesn't have at least an engagement ring to flaunt. The eagerness to catch a mate while there are still some left to catch is practical. In 1940, only one out of every four men aged 20-24 were husbands; now nearly half have chosen a wife. Your 18-year-old daughter may look like a baby to you, but one out of every three girls aged 18-19 is already a bride, compared with only one out of five in that age bracket in 1940.

Why the rush? It started with the war—war always pushes up the marriage rate—and we still have a draft to hurry young people into matrimony while there is still time.

There's more money around, but easy money merely makes marriage possible—there are other things to do with it if you're so inclined.

More general recognition of the sexual needs of young people leads to the conclusion that they ought to be married in their late teens or early twenties. Campus counselors report that college boys and girls are less worried than their parents about sex and more worried than their parents about their ability to establish stable marriages. A generation ago, courses in marriage were treated as a joke. Now they are earnestly attended by both boys and girls, who seem to be rebelling against the divorces through which their parents rebelled against conventions which put the stability of society ahead of individual emotional needs.

Whatever you think about the rush into matrimony, you have to admit that it's good for sales. New households have declined a bit since V-J Day, pulling divorces down with them, but wedding bells are ringing close to a million times a year. And market researchers can tell you down to the last kitchen clock what these new households are ready to buy.

2. The young groom isn't shouldering all the bills. When you were thinking of getting married, you probably thought you owed it to your bride to wait until you could support her in a style commensurate with your ambitions. If she offered to work for a while, you had a moral problem on

NOT AVAILABLE IN ANY REGULAR LINE?

We *Specialize* in building your

CUSTOM DESIGNED LEATHER SAMPLE & PRESENTATION KITS

Our record for lowering your cost per sales call is becoming widely acclaimed. Your own men would be first to agree that a specially designed display and carrying case for your line would help them sell better. It makes a highly favorable first impression. Your men make not only *more calls* but *more effective calls* . . . **MORE SALES**—at of course—lower cost-per-sale. Tell us your problem. No obligation for our recommendation and we may come up with exactly what you need. Write us—please. Today.



Left: This compact, highly organized pharmaceutical case holds the salesman's entire needs.

Below: Another practical pharmaceutical firm's case, displaying complete line in accessible minimum space.

Left: Fitted carrying case for one of the nation's largest motor manufacturers.



Ellis COMPANY, INC.

Department SM9-55, 134 South Pennsylvania, Indianapolis 4, Indiana

ELLIS-BUILT KITS ARE CARRIED BY "BLUE CHIP" FIRM MEN Coast-to-Coast

Abbott Laboratories
Armstrong Cork Co.
Colgate-Palmolive Co.
Continental Oil Co.
Eli Lilly & Co.
Firestone Tire & Rubber Co.
Ford Motor Co.
International Cellulose Products Co.
W. K. Kellogg Co.
Kraft Foods Co.
Parke Davis Co.
Pet Milk Co.
Phillips Petroleum Co.
Pitman-Moore Co.
Pontiac Motor Div. G. M.
Quaker Oats Co.
Stokely Foods
The Upjohn Co.
and many others—

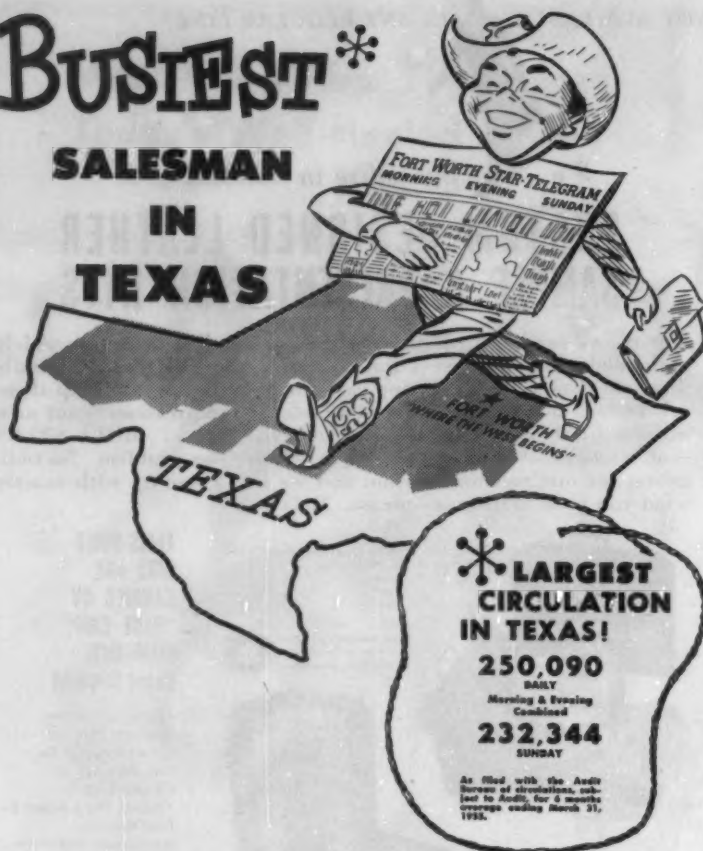
What Can We Give Our Customers for Christmas?

You'll find hundreds of answers to that question in the September 10 issue of **SALES MANAGEMENT**. There will be more than 200 pages packed with pictures and ideas to help you choose just the right gift at just the right price.

Be sure to read this annual Corporation Guide to Christmas Gift Buying

BUSIEST*

SALESMAN IN TEXAS



- Calls on more Texas customers than any other newspaper. Annual Effective Buying Income of trading area, \$3,195,668,000.
- Speaks the language of Texans . . . is invited into over 90% of all Fort Worth homes daily, and over 77% of all Fort Worth homes every Sunday.
- Is read by over 41% of all families in the 100 county trading area every day, and by over 36% of all families in the trading area on Sunday.

Figures based on latest Sales Management estimates and ABC Audit report.

FORT WORTH STAR-TELEGRAM

AMON G. CARTER, JR., President and National Advertising Director

LARGEST CIRCULATION IN TEXAS

... without the use of schemes, premiums or contests—"Just a Good Newspaper"

your hands. If your parents or hers were rich, you might count on a handsome wedding check or even a furnished home to start you off, but a regular monthly allowance from the older folks would have been an insult to your manhood. The first if not the only duty of a husband was to be a good provider.

Somewhere along the line—possibly during the war, when a husband in service was proving his virility more directly—this prerequisite for marriage disappeared, never to return. Brides keep on working as a matter of course. We now have twice as many married women as single women in the labor force. With nine million wives at work, the heat is now on the childless homemaker who elects to loaf around the house when she might be out adding to the family income or working her husband's way through college. An American Medical Association survey discloses that a majority of young doctors relied on their wives to support them through medical school and no one suggests that this temporary reversal of the traditional direction of financial dependence is a strain on the family tie.

Subsidized Marriage

Less frequent, but more significant in terms of social change, are the college couples who simply get married on the allowances they have been receiving from their parents. "Subsidized marriage" is still controversial, but it has become almost the rule at Antioch College, and the pressure is so great that Princeton, a stronghold of conservatism, last year relaxed its bar against married undergraduates.

Whatever the financial shift is doing to our ideal of marriage, it is giving the young marrieds more money to play around with than any previous generation of newlyweds. Gleeful sales managers would do well to pay more attention to the influence of the source of this extra cash on its disposition. The two-income family is financially democratic. This means that husband and wife share decisions about purchases which formerly fell into the bailiwick of one or the other. The Family Service Association reports that money is as great a source of marital dissension as ever, but the battleground has shifted. There are fewer quarrels over husbands holding out on their wives, more quarrels over whether to spend the wife's extra pay on fishing tackle or an electric mixer. The lesson for salesmen is clear: Sell the wife on fishing and the husband on cake baking.

The two-income family is the key to another phenomenon which fright-

SALES MANAGEMENT

ens moralists and old-fashioned economists. The new young marrieds are losing the fear of debt. Every block in the new guaranteed-mortgage housing projects has a family that has committed at least half of its income ahead of time, in fixed instalment payments, on the house, the car, the television set, the furniture, and other benefits as transient as a trip to Europe. When I rang doorbells several years ago to find out how housing project families felt about instalment credit, I found that most of them regarded their committed incomes as the common lot, but my report in a national magazine inspired an unexpected blast of disapproval from older readers.

Real hazard of the young two-income families, however, is that after the dishwasher is paid for—or even before—the allure of an air conditioning unit or a new car competes in the family spending plan with the desire for a baby. During the depression, when the birth rate was low, there was seldom money for baby or new appliance. But there was so much talk about waiting to have a baby until you could give it all the advantages, you got the impression the big ticket items would win. The news that has stumped the population forecasters is that babies are winning, and few tears are shed over the underemphasized fact that for millions of young couples a baby now means a painful decline from two living on two incomes to three living on one income. Family counselors report a land-office demand for budgeting help from expectant working mothers, but most of the babies are planned with the knowledge that they will halve the family income. Prosperity isn't the only reason for the big baby crop.

3. They want a big family right away. When today's sales managers were young marrieds, the idea was to postpone having a baby until you were on your feet financially or "adjusted" to marriage. When that day came, you planned for two children spaced far enough apart so that the mother could recover physically and the father fiscally. Large families, especially undertaken early, were a sign of irresponsibility.

Today's youngsters don't see it that way. Surveys of young women indicate that they hope for four or six children—three at least—and that they want to have them close together so that they can get all the diapering over during an intensive few years of babytending. Somewhat to the surprise of older folks, they've been acting out these ideas: Break

down the booming birth rate, and you find that second, third, and even fourth children account for a larger percentage of births than they did a generation ago.

This unexpected development is playing havoc with long-range marketing plans, based on the two-child family ideal. Real estate people find a big, new demand for three bedroom houses, once regarded as "too big." Clothing and furniture reflects the needs of a young mother with two or three pre-school children romping around the house.

Planning Bigger Families

Even more devastating to the last generation's attitudes toward children—and potentially more important to the marketer—is the growing evidence that the well-to-do are the ones having the big families. The poor still have more babies than the rich, but the relationship is reversed if you count only those families that plan their babies. According to the Milbank study of 2,000 couples in Indianapolis, planners with incomes under \$1,200 had only 0.68 children, while planners earning over \$3,000 had an average of 1.49. Social workers have always known that the poor had children because they couldn't or wouldn't help themselves. The real Milbank study news is that family planning is descending the income scale. If these trends hold—and babies are born to those who want them—the small family ideal may survive only in the lowest economic and social groups. It is perhaps significant that the only sector of the population showing a declining birthrate is the Negro.

All this is good news for manufacturers of baby products; they can build factories now for more and better-heeled little consumers. But it has farther reaching implications for all consumer products. Sales really start where dreams grow and it looks as if most of the dreams have a baby in them. An astute salesman may notice how many of the tunes on the Hit Parade sing of family-style love.

It would be a little easier to figure out if we knew why people wanted more babies. As we have seen, economic prosperity is a somewhat suspect explanation. The answer is rooted not in the level of income, but in what you want to do with income. Nor is it very helpful to notice that the threat of war always stimulates births.

Margaret Mead believes that parental instincts are responsible. "People have children not as a duty, not for prestige, not to support them in their

cash

credit

collections

Solve all 3 problems with the Douglas-Guardian Plan

Sales, credit and collection managers are enthusiastic about the Douglas-Guardian Plan because it means fewer credit risks, a minimum of collection problems, more cash on hand.

Here's how the Douglas-Guardian Plan can work for manufacturers:

Douglas-Guardian Field Warehouse Receipts are issued to you on all merchandise shipped to distributors' locations. Thus your distributor enjoys the advantages of ample inventory on favorable terms, resulting in increased sales...with added protection and profits for your company.

DOUGLAS-GUARDIAN

WAREHOUSE CORPORATION

118 N. Front Street, New Orleans, La.

Please have your nearest representative phone me for an appointment.

Your Name _____

Name of Company _____

Address of Company _____

Phone Number _____

SM-9-1-55

old age, not to inherit the mill or the farm, but primarily because they expect to enjoy raising a family," she says of the current population explosion. As an anthropologist, she points out that the interests of men, whatever they are, dominate the goals of a society. And for some reason, men are now interested in babies.

"No one knows quite how it happened," she writes in a recent article. "Wartime housing, crowded quarters, fathers on leave trying to get an armful of the baby to be left so soon, families in trailers with babies so nearby one might as well pick them up, babies on trains cared for by young service fathers who could pretend other people's infants were their own when their own were hundreds of miles away, returned fathers making up for the time they had missed with their babies, self-conscious fathers brought up in the Watson era who had never been handled at all for fear of making them dependent and spoiled, fathers whose own commuting fathers had never had any time for their children, student fathers sharing the care of babies with student wives in student housing, fathers who were home in the daytime."

The interest of men in babies looks to the older generation like a breakdown in the division of labor between the sexes. Whatever you think of it, it's here, and it's an important principle for marketers. Men cook. Men make rugs. Men wash diapers. Men care about the way the kitchen is fixed, and they have to be considered in selling major kitchen appliances. Women carpenter. Women drive cars and see that they are fixed and they have to be considered if you're selling lubricating oil. Semi-conscious recognition of this breakdown accounts for innovations on the marketing scene: A national magazine reslants its woman's magazine to appeal to "the entire family" and its man's book looks for service articles on medicine and budgeting and home improvement and other subjects which built the big women's books. Food processors clock the number of men passing through super market turnstiles and adjust their sales arguments accordingly. Distaff invasion of former masculine interests are less striking simply because they are better known.

Babies, shorter working hours, television and high prices are often cited as the reasons America is spend-

ing less time at bars, movies, and restaurants and more time at home. But it's obvious that none of these circumstances would keep a father at home if he didn't want to be there. That home-wrecker, the automobile, has become the key to family vacations and now provides a nice little market for accessories that ease travel with a baby.

4. They'd rather get along than get ahead. The most consistent complaint of the older generation is that the kids aren't ambitious. Survey after survey shows that the young college man would rather have a steady job with built-in pensions than a gambler's chance on a million. Watch the themes of popular fiction about business like "Executive Suite," "Patterns," and "Sincerely, Willis Wayne," and you find an unequivocal repudiation of the aggressive, striving, get-ahead motives which supposedly built the American economy.

The lesson for marketers is plain: Snob appeal has lost its old magic. People who can afford Cadillacs are ashamed to buy them. Floor coverings are off, and the quip "wall-to-wall Irish" isn't helping. The hot items in home furnishings are the comfortable, inexpensive unpainted pieces that go with women in dungarees and unhousebroken toddlers. Parents don't scrimp and save to send their kids to dancing school so that they'll know how to act in company they wouldn't meet at home. The flood of star-dazed young women to New York is considerably thinned. Night clubs keep going on expense account money spent by the older generation that finally made it. The college crowd is not flinging its savings on New Year's Eve speers. The glamor of high life and far places and big money is not exactly dead, but it no longer pulls at the hearthstrings as reliably as it once did.

Getting along is more important than getting ahead. It's hard to pin down, but the young are a little sweeter to each other. The witty if acid quip is off key. Showoffs are penalized. The overdressed girl suffers more than the undressed. Bosses grow softhearted and go through agonies when they have to fire an incompetent. "Nice" is a higher accolade than "smart."

The explanation may lie in a slowing down of what the technicians call the drive toward "social motion upward." A generation ago we still had millions of young Americans whose parents spoke broken English. Offices were recruiting white collar workers from the children of blue-collar

THE QUAD-CITIES

Rock Island • Moline • East Moline, Ill. • Davenport, Ia.

NOW 1/4 MILLION PEOPLE

According to Sales Management's Survey of Buying Power (May 10, 1955) the Quad-Cities now have 250,000 people with an Effective Buying Income of \$5843 per family or \$1794 per capita. Cover this good 450 million dollar market with WHBF radio and TV — the Quad-Cities' favorites.

Les Johnson, Vice Pres. & Genl. Mgr.

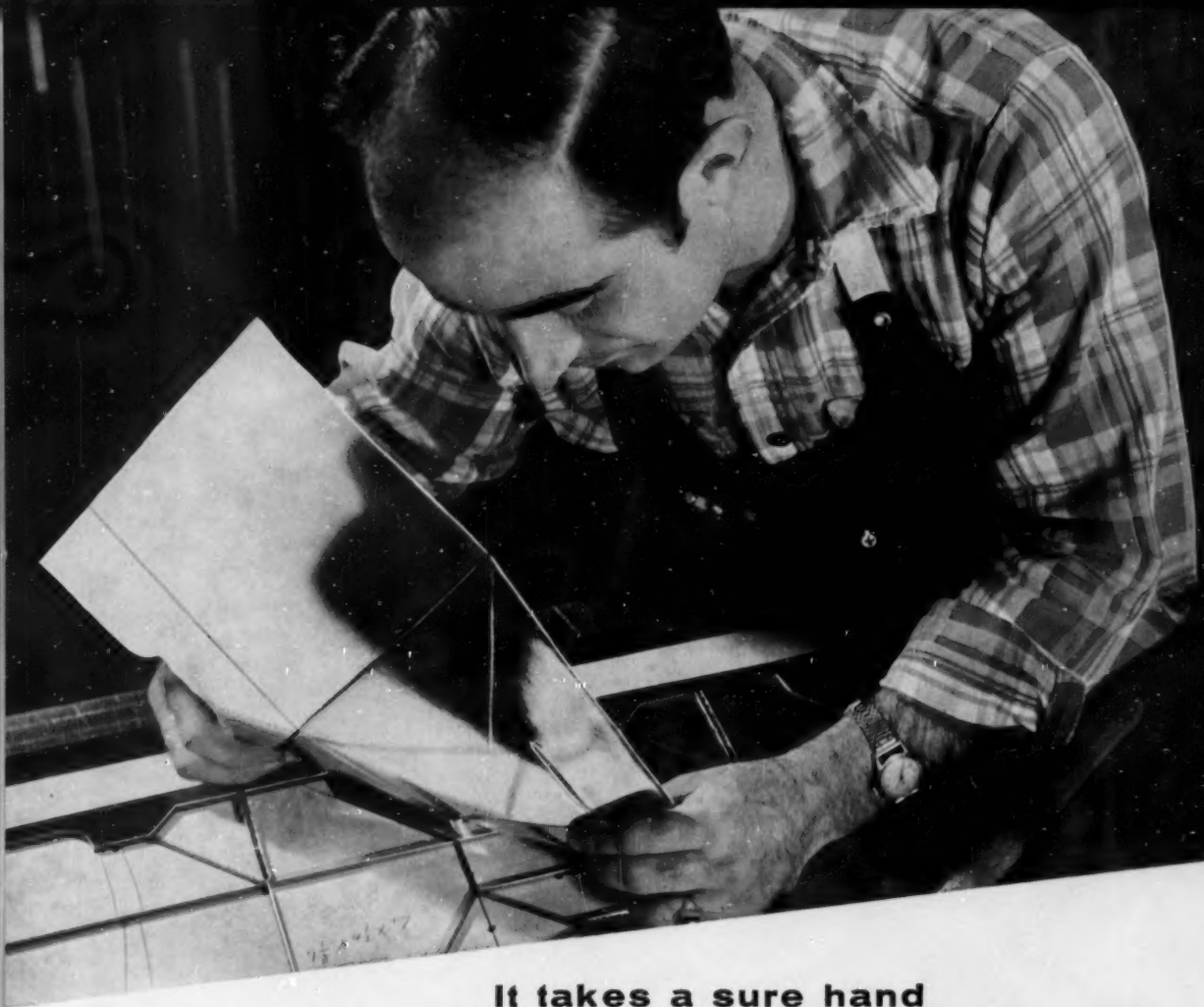


one of the
**FIRST
100
MARKETS**

according to Sales Management's Survey of Buying Power among the 145 Standard Metro. County Areas.

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These carloads—and 50,000 others per month—are for Detroit plants, producing new cars at the highest rate in history . . . and for Detroit stores doing business with workers and families earning the highest incomes of any major market in the nation.

To do business by the carload in the Detroit market, use The Detroit News. With its circulation leadership and concentrated trading area coverage, The News is Detroit's most effective selling medium.

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THE HOME NEWSPAPER

Largest Weekday and Sunday Circulation
of All Michigan Newspapers

Weekday . . . 456,189 Sunday . . . 563,038

ABC 3/31/55

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Chicago Office: 435 N. Michigan Ave., Tribune Tower, Chicago, Ill. • Pacific Coast: 785 Market Street, San Francisco, Calif.

Radio Sales Up 40%

People are buying radios at an impressive rate. At the end of the war the nation had 57 million of them. Today it has 132 million, 10½ million of which were sold last year.

Latest report shows radio sales running 40% ahead of last year.

parents. Children were expected to repay the skimping and saving of their parents by "making something of themselves"—something better than the old folks could achieve. Thanks to a revolution in productivity, most of the lower classes have made it into the middle classes, and the upper classes no longer function as a model for aspiration. There are a number of reasons family life is more relaxed than it used to be. Permissive theories of child rearing, for instance; an important improvement comes about because children are not expected to make more money than their parents.

Marketers, disgusted with the unambitious young, had better look a little longer and harder. They do want something better than their parents had, but they are seeking it in a different department. Instead of material security, they want emotional security. Intuitively they sense that they don't have to worry about getting and holding a job. Instead, they are worried about getting along with their bosses and employees and wives and children and neighbors. Increasingly, they will buy products not because they are status symbols of success, but because they smooth human relations. A clothes dryer sells because it gives mother more time with the baby; a bicycle, because Junior will feel hurt if he doesn't have one as good as his older brother; an extra telephone extension to quiet father's irritation when Sis ties up the line jawing with her girl friends.

These new goals may not affect every individual. They are more visible in the upper middle classes which set the pace than they are in those still climbing, but they are apt to be overlooked entirely by those of an age to make sales policy. The reason? They are the rebellion which every generation makes against its parents.

The End



Families with kids - 45%

of the people (15 years or older) in households which have children, in New York City and suburbs

are News readers -

New York News readers total 4,780,000 daily. The number and characteristics of New York newspaper readers shown for the first time, in the \$150,000 study

Profile of the millions

... including findings from 10,349 personal interviews made by W. R. Simmons & Associates Research, Inc. in the Fall of 1954. A summary is presented visually, by appointment only. Call any New York News office.

(Copyright 1955 by News Syndicate Co., Inc.)



Cigar smokers - 46%

of the men (15 years and older) who live in New York City & suburbs, and smoke cigars

are News readers -

The 2,490,000 Daily News men readers have most of the jobs, families, homes, cars, stocks and bonds... buy most of the men's wear, Bourbon, Scotch, and blended whiskey sold in New York. You'll find brand new data on New York newspaper readership and buying habits in this authoritative study

Profile of the millions

now being shown in visual presentation to agencies and advertisers. Inquire any New York News office.

(Copyright 1955 by News Syndicate Co., Inc.)

Sportsmen Know L. L. Bean, Master Salesman by Mail

83-year-old Bean was in his 40's before he quit tramping the Maine woods, always for fun and the few dollars he could earn, to set up a store which now sells \$2 million worth of sporting equipment yearly, 78% of it by mail.

Told to Dan Callanan

BY L. L. BEAN

Founder, President and Sales Manager, L. L. Bean, Inc.

We use the printed page to prompt impulse sales.

We have to! You see, 78% of our sales last year were mail orders.

Only 22% of our hunting and fishing equipment was sold in our Freeport factory salesroom, and most of it to sportsmen passing through Portland for an upstate lodge or stream.

These men stopped in to buy articles they had seen in our 104-page catalog. We revise and mail it each spring and fall to 400,000 hunters and fishermen in 48 states, Canada, South America, Alaska, Afghanistan, Liberia, Hong Kong, Czechoslovakia, Norway and Costa Rica.

As I see it, our catalogs prompted over 90% of the \$2,246,000 we took in last year. And I attribute \$1 million of this to impulse sales.

Let me tell you why.

When we advertise in books like *Sports Illustrated*, *Field & Stream*, *The Alaska Sportsman*, *Outdoor Life*, *Sports Afield*, *The American Rifleman*, *Fur-Fish-Game*, *The New Yorker*, *Holiday*, *Esquire*, *Vogue*, *Argosy*, and *True*, we seldom promote a specific item—even a group of items. We just urge people to write for our free catalog.

Since we went into business 43 years ago, over seven million people have taken the time to request catalogs. Of this number, 400,000 are still customers. The others either lost interest in hunting and fishing or failed to order after we had sent them three seasonal catalogs.

With so many people having so much more time for sports these days, we try to keep only good prospects on our mailing lists. If a person

doesn't order something after receiving three issues of our catalogs, we drop him from the lists. If he does buy something, we send him the next five issues before checking again to see if he's buying.

Some people ask us why we don't organize our catalog a little better. Well, it is organized—our way. And it works. So, why should we change it?

You see, there are so many new items coming along, we've found it advantageous to print the catalogs right in our own factory. To keep our printers working the year round, we give them from four to eight pages a week—filling each page with whatever pictures and copy we have ready. At the last minute, we fix up an index.

This system has its advantages. For example, if a customer wants to see what we carry in the line of flies, the index tells him we feature 24 kinds. These are listed on 11 pages in the catalog.

Now when he turns to page 35 to see our Deer Hairs and our Midge flies, he can't miss seeing along with them our fly rod varnish and our surf casting outfit with its rod, reel and squidding line.

And when he turns to page 62 for our Hackle streamers, he also sees our pipe holder and the Medalist fly reel—not to mention our deep trolling outfit, our lightweight trout net, our chrome salmon spoons and our chain swivel, all of which are featured on the facing page.

By the time he's seen our 24 flies, he's also looked at 62 other items on the same and facing pages. Then, too, he's bound to see a few other things



MAKING SURE the product is right is an important part of mail-order selling. Bean has 400,000 satisfied customers around the world.


as he turns from one page to another.

Self-service super markets operate the same way, don't they? Instead of an eye-appealing package on a favorable shelf position, we use a clear picture with a descriptive caption and feature it on a page with other tempting items—whether they're related or not.

With this method, the customer finds a lot of things he never knew existed, things he's always wanted, things he'd like to try, and things he'll buy while he's filling out his mail order.

We've never numbered the items in our catalogs. I don't believe in simplifying the bookkeeping to the point where a product loses its identity. What's the point in giving a name to an item, if you don't use the name?

Incidentally, I try to use my name with as many products as I can. It's a good way of identifying our business with our products.



Leon Leonwood Bean has made his store famous for two things: Bean's Maine Hunting Shoes and his cluttered catalog. Neither has style, in the fashion sense, but both satisfy Bean's customers, who are some of the nation's most knowing executives.


Lennie Bean, born in Maine in 1872, was 16 when he shot a good-size buck for which he was offered \$12 by an empty-handed hunter. He took the offer, returned to the Maine woods, and came out carrying five sables, a wildcat and most of his \$12.

Woodsmen's shoes, in Bean's teen age, were heavy and stiff. Bean, looking for something more comfortable, tried wearing rubber overshoes with two and three pairs of socks. No good. Finally, he hired a cobbler to sew leather gaiters on the tops of an old pair of heavy-duty rubbers.

His friends tried them, liked them, so he borrowed \$400 and set up to make them. Bean circularized every licensed hunter in Maine. They bought—under a satisfaction guaranteed offer. Rubber on the first 100 pairs proved to be too light—90 pairs were returned. Bean made good his guarantee. But his reputation was established.

By the close of 1954 Bean had sold over 500,000 pairs of his hunting shoes. This year he offers a nine-inch woman's hunting shoe.

Items in the Bean catalog are not grouped by product. They are scattered through this year's 104-page edition on the basis of equipment a hunter or fisherman needs for a particular activity. Bean expects his customers to thumb through his catalog—and apparently they do. He makes a lot of related-item sales.



In the catalogs, we always ask for the customer's height, weight, and the size of his dress shoe. Every now and then this information helps us decide that the customer isn't asking for the right size.

This is particularly true of women. Most of them are so style conscious they like to change their clothes every time they cross the street. Naturally, when they're getting outfitted for a hunting or fishing trip, everything must fit just so.

There's another phase of the printed page I'd like to mention. It concerns our advertising. Most of it looks businesslike—black type on a white background, upper and lower case type of the easy-to-read variety.

The message is always urging people to write for our free catalog. And down at the bottom we always list our address—L. L. Bean, Inc., at such and such a number Main Street in Freeport, Me.

Now Freeport isn't a very big place and we're known by everybody in town—particularly the letter carriers who work out of the post office downstairs in our building. So they don't pay any attention to the street number on a letter requesting one of our catalogs. But we do! It's our way of checking pulling power of publications in which we advertise. By the way, the average request cost us 34 cents for advertising last year.

We get a few requests from nearby people through the advertising we do with the local radio stations — WNAC, Boston; WBZ, Boston; WPOR, Portland; WRKD, Rockland; WLAM, Lewiston. Let me

show you one of the scripts we've prepared for the one-minute spot we use before the broadcast of every Red Sox game:

Are you planning to fish or go hunting during your vacation? Then let L. L. Bean help choose the equipment you'll need. He tests practically every piece of fishing and hunting equipment sold at his Freeport factory. He knows what you'll get with his equipment. Write to L. L. Bean at Freeport, Me. He'll send you his free catalog. Or better still, visit L. L. Bean's factory salesroom in Freeport. The latching string is always out at L. L. Bean's.

You're probably wondering about that last sentence. Yes, we're actually

Subsidized Post Office

L. L. Bean considers the post office a mighty important part of his mail-order operation. In fact, he literally built his business around the P.O. in Freeport, Me. One time when Government officials threatened to build a new \$85,000 post office on the other side of Main St., L. L. stopped them by spending \$25,000 himself to enlarge the existing space. By so doing he made his late brother Guy famous in postal circles as the only postmaster to refuse an appropriation. This action also allowed Bean to continue dropping his mail orders down a chute into the post office.

open 24 hours every day in the week. It's a good-will gesture. We never know what time our customers might be passing through town on their way to an upstate fishing stream or hunting lodge. We never know what they might need.

For example, everybody needs a license to hunt or fish in the State of Maine. We issue these licenses right in our factory salesroom. In fact, last November we collected \$102,000 for licenses.

Although we were allowed to keep 25 cents from each \$20.25 license, the \$1,275 commission didn't even cover salaries for the girls who tended our bank teller windows 24 hours per day that month.

Sure, we lost money on the licenses. Yet this loss leader brought 5,100 customers into our factory salesroom that month. And when these people saw some of the things we had displayed, they spent over \$60,000—counting \$3.75 for postage stamps in our "open all night" dispenser.

No, there's no doubt in my mind about people buying on impulse. And people don't have to see or handle the merchandise before they buy it. They just have to know what it is, how it's used and where it can be purchased. When they need it, they'll buy it.

EDITOR'S NOTE: There's a lot of truth in this statement. SALES MANAGEMENT's editor, Philip Salisbury, has never been in Freeport, and he's never met Bean. Yet due to the attractiveness of L. L. Bean's catalog, his mail orders to the Freeport factory totaled \$133.40 during the past 12 months. This is an actual count for himself, family, and friends.



Is Detroit Fostering Upheaval In the Retailing of New Cars?

(continued from page 38)

have already mentioned apply similarly in their effect?

Dealer—This is the crux of the whole situation. In the combined race for greater volume of new car sales, dealers have been forced into granting allowances for trade-in used cars that are substantially in excess of what the dealer can sell the trade-in for. Let me give you an example. Let's take a new car that should be priced at \$3,000. The dealer hangs a \$3,200 price tag on this car. His intent is that thereby he can allow \$200 extra for the trade-in and still make his normal profit on the sale of the new car. Practically, by virtue of terrific competition he must over-allow \$400, \$500 or \$600 in order to consummate the sale, thereby markedly reducing his margin of profit on the sale.

This practice obviously results in another problem: By increasing his sales of new cars through over-allowances on trade-ins, the dealer increases the number of used cars he must sell in order to realize any profit at all. As a result, many dealers find that their losses on the used cars they have taken in trade wipe out entirely the profits which they have enjoyed on the sale of new cars.

Ray Bill—Are car dealers reasonably successful in selling the used cars taken in trade?

Dealer—This varies materially among dealers and in various geographical areas of the country. However, I would say without doubt that the current supply of used cars now in the hands of new car dealers is at an all-time high.

Ray Bill—Is it true that many car dealers out of pure necessity have to sell their used cars at whatever price they can get in order to keep their financial head above water?

Dealer—That perhaps is the biggest headache the new car dealer has. In many instances the increasing number of used cars he has taken in trade exhausts his liquid capital and, to keep going, many dealers resort to the sale of used cars by offering them at wholesale prices either in dealer auctions or to second-hand used car dealers.

Ray Bill—When this is done, is it true that the prices obtained are usually substantially less than the dealer figured on at the time he took the trade-in?

Dealer—I think a good rule of thumb figure would be 50% of what he had allowed.

Ray Bill—Presumably, however, the car dealer did not expect to resell the used car for what he allowed. How much of that 50% he expected as a calculated loss from the trade-in allowance represents the loss he did not anticipate?

Dealer—Let's take an example. A 1953 medium-price car for which the dealer allowed \$1,900 might have an actual sales value of \$1,595. Such a car might be purchased at a dealer auction for \$1,000 to \$1,200.

Ray Bill—When the dealer took the trade-in, for example, did he expect to get the top figure which you mentioned of \$1,595, or did he expect to get less for it?

Dealer—When he took the trade and allowed \$1,900, he probably hoped that he was giving away only \$300

of his normal new car profit. But if he is forced to sell that car to a used car dealer, or at a dealer auction, he must realize that he is going to take an additional \$300 or \$400 loss below the resale price of the used car which he expected to make.

Ray Bill—It would appear that the used car dealer who buys at such auctions may actually turn around and sell used cars for as much or more profit per car than the new car dealers obtained on the new cars they sold.

Dealer—I think that is true. I think there are many used car dealers who are averaging more gross profit per car sale on used cars than new car dealers are realizing on the sale of new cars.

Ray Bill—Do the manufacturers, in your judgment, appreciate the seriousness of the situation for new car dealers as a whole and are they doing anything to better the position of the new car dealer?

Dealer—First, I would say that I cannot believe that the manufacturers are not aware of the present situation with respect to their dealerships. In most instances they receive individual monthly statements from each of their dealers. Yet the manufacturers are informally urging their dealers to utilize means and methods of increasing their sale of new cars without regard to the average new car gross profit. In other words, it is my opinion that the manufacturer wants his dealer to sell twice as many new cars at one-half the normal profit rather than to sell his usual number of new cars at full gross profit because this increases the over-all manufacture and sale of his make of automobiles.

Ray Bill—While this is obviously good for the manufacturer, what are the implications from the standpoint of the new car dealers?

Dealer—If the present procedures continue to be followed, I cannot help but feel that an entirely new method of marketing new cars to the public is bound to follow.

Ray Bill—Do you, for instance, visualize a high percentage of all new cars being sold by a limited number of large metropolitan dealers and an increasing small percentage sold by a steadily decreasing number of small community dealers?

Dealer—That is precisely the point and, in my opinion, we are trending rapidly to that pattern of retail selling of new automobiles.

Ray Bill—Do you visualize these large metropolitan dealers sooner or later being owned by the car manufacturers?

Dealer—I think that is a possibility and that is what happened in the tire manufacturing industry to the end that almost every large tire manufacturer now operates retail tire establishments in our metropolitan areas.

Ray Bill—Do you visualize super markets where automobiles in great numbers are sold not only in metropolitan districts but in broader areas?

Dealer—I am told that there is one establishment doing business in Chicago where it is possible for a customer to select from a stock of more than 1,000 different kinds of

makes, body styles, colors, etc. This operation covers a wide variety of competitive makes of cars and is not limited to the full line of any one manufacturer, such as General Motors, Ford or Chrysler.

Ray Bill—Do you think this sort of operation might be a forerunner of the development of super markets for automobile sales?

Dealer—I think there is a distinct possibility of it.

Ray Bill—Do you think that such super markets would also be forced into large-scale selling of second-hand cars?

Dealer—I do not see how they could avoid it since 90% of all new car sales involve trade-ins.

Ray Bill—Before the war, manufacturers in their franchises used to try to give territorial protection to their car dealers, the principal method of enforcement being to fine the dealers who violated it if their out-of-territory sales were discovered. This policy was dropped after the war and has not been reinstated. Do you think it is likely to come back and, if so, will it accomplish much by way of protecting dealers in their given territories?

Dealer—The National Automobile Dealers Association has been trying unsuccessfully for two or three years to get the manufacturers to reinstate the territorial protection clause in their dealer contracts. The manufacturers seem to feel that if this is done, the manufacturers would be subject to investigation for restraint of trade. It seems doubtful that this practice will come back in the near future and it also seems doubtful that it would be very effective even if it did come back. The so-called fine

is so small as to make many dealers oblivious to it. The policing moreover has never been too effective.

Ray Bill—You evidently view even the near-time future with considerable alarm?

Dealer—That is true.

Ray Bill—Do you have in mind any remedies that would be helpful to the situation as a whole?

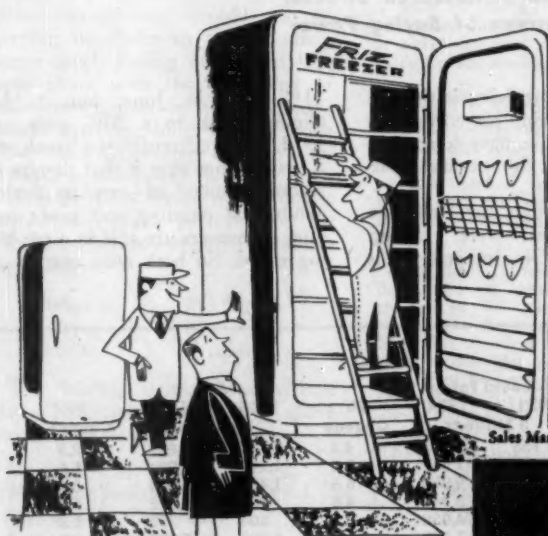
Dealer—That is hard to say. I think that it would help if the manufacturers were to reestablish advertised delivered prices that would be fair and were to enforce these prices by any and all legal means. I think it would also help if there can be a firm determination on the part of a large number of dealers to trade on a sound and truly ethical basis. I think it would help if the manufacturers take steps to keep production more in line with demand as represented by sales made on a sound and ethical basis. I think it would help if certain concessions now being made on a discriminatory basis to certain car dealers by some manufacturers were eliminated.

Ray Bill—What do you mean by such concessions?

Dealer—By that I mean that it is currently the practice of some, although not all, manufacturers to provide added discounts per car for increased sales volume of their dealers. This practice favors large metropolitan dealers in their transaction of business over a vast territory and penalizes smaller dealers who have no parallel opportunity to sell or to secure a like added discount for volume.

The End

"This is the kind we make for the Growing Greensboro Market!"



Sales Management Figures

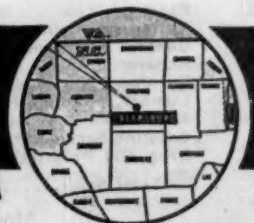
BIG, WELL-STOCKED freezers and refrigerators in the Growing Greensboro Market mean more than the presence of hefty appetites in the Carolinas' top sales spot! It also signifies that sales come easier in the Growing Greensboro Market—where 1/5 of North Carolina's \$3-billion total retail sales are made! . . . If you are selling food, drugs, home furnishings, appliances, automotive lines or apparel—you can count on the Growing Greensboro Market to produce 1/5 of the state's total sales in these categories . . . Biggest and best salesman in this major market is the 105,000 daily circulation of the GREENSBORO NEWS and RECORD . . .

Only medium with dominant coverage in the Growing Greensboro Market, and with selling influence in over half of North Carolina!

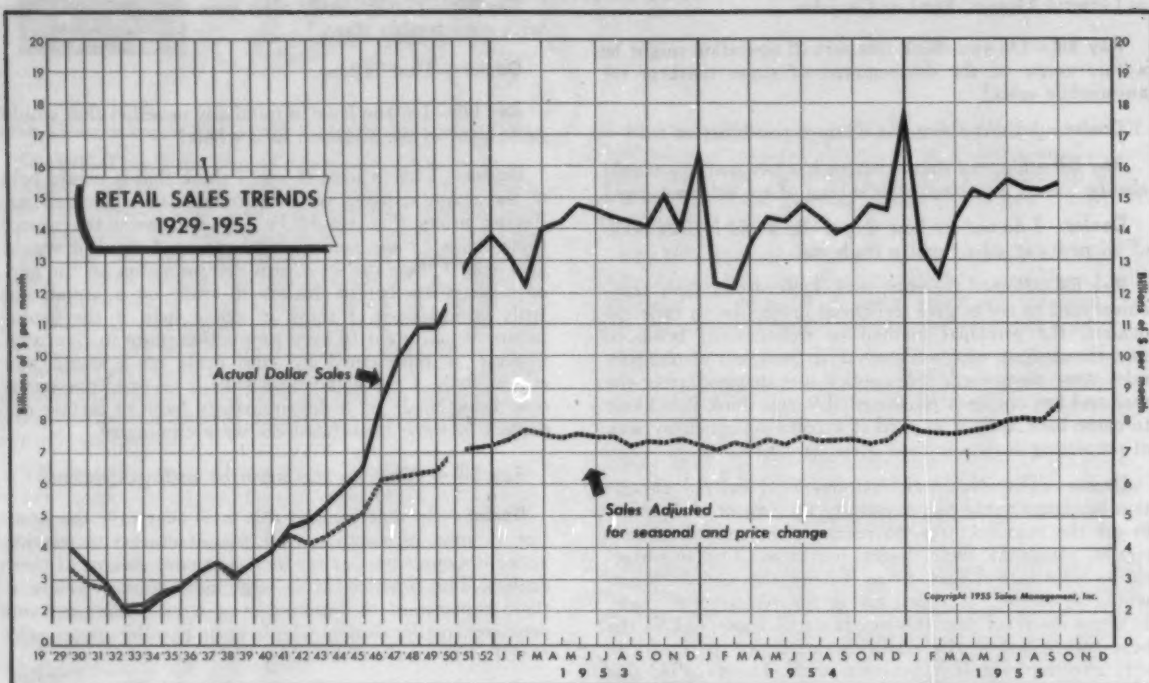
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HIGH SPOT CITIES



September Sales: Up 9% Over 1954

BY DR. J. M. GOULD • Research Director
Sales Management's Survey of Buying Power

Retail sales in September will probably total \$15.4 billion, registering another healthy 9% gain over the corresponding month of last year. This means that retail sales for the first nine months of 1955 will average an 8% gain over 1954, far greater than any analyst would have pre-

dicted. What is surprising is the important role still being played by auto sales even though we have long since passed the industry's seasonal peak period.

Auto sales through the first five months of the year were running 20% ahead of 1954, dropped to an

11% gain in June, but in July climbed back to a 20% gain over 1954. And currently the truth that is slowly emerging is that despite the record number of cars in dealers' hands, and receding unit profit margins, consumers are still in a car-buying mood. So both auto output and

Retail Sales Box Score

	7-month totals		%	July		%
	1955	1954		1955	1954	
	\$ Millions		Change	\$ Millions		Change
Food	24,753	23,752	+ 4.2	3,781	3,689	+ 2.5
Eating and Drinking Places	7,669	7,447	+ 3.0	1,293	1,221	+ 5.9
General Merchandise	10,085	9,533	+ 5.8	1,407	1,335	+ 5.4
Apparel	5,586	5,341	+ 4.6	763	722	+ 5.7
Furniture and Appliances	5,358	4,938	+ 8.5	804	732	+ 9.8
Lumber, Building, Hardware	7,751	7,325	+ 5.8	1,280	1,200	+ 6.7
Automotive	22,334	18,664	+19.7	3,302	2,747	+20.2
Gasoline Service Stations	6,985	6,425	+ 8.7	1,119	1,052	+ 6.4
Drug and Proprietary	2,914	2,819	+ 3.4	431	407	+ 5.9
*Total Sales	103,099	95,567	+ 7.9	15,530	14,392	+ 7.9

* Includes data for kinds of business not shown in above nine categories.

sales records continue to be broken. With nearly five million cars produced in the first seven months of the year, and current output schedules calling for an additional two and a half million by the end of the year, it is clear that 1955 will go down as the biggest auto year in history, with more than seven million cars sold, as against 6.3 million cars sold in 1950—the previous peak year.

The industry appears so bullish on the prospect of maintaining this high-level, low-unit profit sales volume that plans for 1956 appear to be again geared to an output level of eight million.

The extraordinary auto sales picture is balanced by less extraordinary but still good performance records for department stores, apparel and furniture and appliances outlets, in all of which sales gains are running well ahead of the average gain in disposable income.

Prospects for fall retailing are thus excellent, for in this period we will see the seasonal build-up to what will surely be the greatest Christmas shopping peak in history. Introduction of the new model cars probably will not have the same electrifying impact that it had last fall, but still it will exert a favorable influence. This fall color TV will probably begin to play its long expected but delayed role in rejuvenating the appliance field. The only source of concern is the fact that continued gains in consumer credit (which in July was running at \$33 billion—an all-time record) may be carrying us closer to the unknown danger level. Easing of the building boom along with the tightening of credit restrictions in the past two months is, if anything, a good omen rather than the reverse, because it introduces a stabilizing factor.

Among states expected to report better-than-average performance for this September as compared with last September are:

Alabama	Michigan
Colorado	Mississippi
Florida	Virginia

The leading cities, those with a City National-Index well above average, are:

Ventura, Cal.	131.4
Fort Lauderdale, Fla.	127.7
Santa Ana, Cal.	126.9
Lubbock, Tex.	117.6
Orlando, Fla.	115.2
Colorado Springs, Colo.	113.7
Tucson, Ariz.	112.7
Greensboro, N. C.	112.6
Lake Charles, La.	112.4
Hagerstown, Md.	111.9
Miami, Fla.	111.4

Albany, Ga.	111.3
Steubenville, O.	111.0
San Jose, Cal.	110.9
Hempstead Township, N.Y.	110.5
Jackson, Mich.	110.3
St. Petersburg, Fla.	110.0
Mobile, Ala.	109.4
Elyria, O.	109.3
Montgomery, Ala.	109.0
Gadsden, Ala.	108.3
Highpoint, N. C.	108.3
Amarillo, Tex.	108.0

Sales Management's Research Department with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 283 of the leading market centers of the country.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index, 1955 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1955 vs. 1954" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1955 vs. 1954" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

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Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

★Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1954 which equals or exceeds the national change.

RETAIL SALES FORECAST (S.M. Forecast for September, 1955)

	City	City	City	
	Index	Index	Index	\$
	1955	1955	1955	(Million)
	vs.	vs.	vs.	September
	1939	1954	1954	1955
UNITED STATES	423.3	109.0	100.0	15412.00

Alabama

★ Birmingham	507.4	117.4	107.7	43.53
★ Gadsden	587.9	118.0	108.3	6.29
★ Mobile	667.3	119.2	109.4	17.62
★ Montgomery	507.0	118.8	109.0	13.44

Arizona

Phoenix	757.5	108.9	99.9	31.06
★ Tucson	841.4	122.8	112.7	17.00

Arkansas

Fort Smith	515.0	107.8	98.9	6.95
★ Little Rock	484.5	109.2	100.2	20.06

California

Bakersfield	425.3	107.5	98.6	12.72
Berkeley	382.9	106.8	98.0	11.26
Fresno	474.2	108.9	99.9	21.67
★ Long Beach	614.0	113.5	104.1	45.13
★ Los Angeles	451.4	110.4	101.3	302.68
★ Oakland	420.4	113.0	103.7	65.17
★ Pasadena	534.9	109.0	100.0	25.30
★ Riverside	605.5	109.1	100.1	9.02
★ Sacramento	443.1	111.1	101.9	30.04
★ San Bernardino	644.8	113.1	103.8	14.90

Norwalk, Conn.

\$8,033

FAMILY INCOME

Norwalk is the shopping center for 30,600 families with \$8,033 average income . . . \$245,796,000 total income . . . who spend freely for personal and household needs, home and property upkeep, and entertainment.

To get your full share of this rich market, the Hour is a must. The Hour alone enables you to tap this market in proportion to its terrific potential.

The Norwalk Hour

96% Coverage of A.B.C.

City Zone (60,425)

57% of the Trading Area

Represented by

The Julius Mathews Special Agency, Inc.

Connecticut's 2ND Automotive Market!

Maybe you didn't realize . . . that New London per-family sales of automotive products are 2nd highest among all Connecticut cities of 25,000-or-over population (SM '55 Survey).

Specifically, it's an average of \$1,524 per family . . . making THE DAY a Connecticut "must" for any automotive advertising you want to get results!

The Day

NEW LONDON, CONNECTICUT

National Representatives:

GILMAN, NICOLL & RUTHMAN

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for September, 1955)

City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	September
1954	1954	1954	1955

California (cont.)

★ San Diego	631.9	109.9	100.8	51.75
San Francisco	341.8	108.9	99.9	112.33
★ San Jose	563.3	120.9	110.9	22.31
★ Santa Ana	877.0	138.3	126.9	14.91
Santa Barbara	407.5	107.1	98.3	8.15
Stockton	448.2	105.5	96.8	14.25
★ Ventura	750.8	148.9	131.4	7.06

Colorado

★ Colorado Springs	490.1	123.9	113.7	8.82
★ Denver	417.6	109.8	100.7	63.62
★ Pueblo	218.6	110.3	101.2	8.16

Connecticut

★ Bridgeport	382.6	109.7	100.6	24.10
Hartford	334.7	106.2	97.4	31.13
Meriden				
Wallingford	349.5	103.2	94.7	6.60
Middletown	389.9	101.7	93.3	3.98
★ New Haven	314.9	109.2	100.2	23.55
New London	316.6	107.9	99.0	5.32
Stamford	428.9	102.5	94.0	9.99
Waterbury	342.0	108.0	99.1	12.75

Delaware

★ Wilmington	411.3	110.3	101.2	22.91
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District of Columbia

Washington	360.2	108.6	99.6	124.31
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Florida

★ Fort Lauderdale	851.3	139.2	127.7	13.28
★ Jacksonville	518.2	112.1	102.8	32.86
★ Miami	708.6	121.4	111.4	62.64
★ Orlando	616.3	125.6	115.2	13.87
★ Pensacola	532.4	109.2	100.2	7.72
★ St. Petersburg	654.5	119.9	110.0	18.26
★ Tampa	677.2	115.1	105.6	26.75

Georgia

★ Albany	623.2	121.3	111.3	5.42
Atlanta	448.8	108.8	99.8	66.25
★ Augusta	538.3	109.5	100.5	11.57
★ Columbus	560.0	115.3	105.8	11.37
★ Macon	465.8	117.4	107.7	10.06
Savannah	456.9	108.1	99.2	13.52

IN FACT, YOU GET
\$19 Million MORE
IN MIDDLETOWN—FOR
A TOTAL OF
\$88,612,000
RETAIL SALES

Middletown's sales are \$19,383,000—or 69%—above U.S. family average . . . the result of plus spending by Middletowners and heavy shopping traffic from Greater Middletown homes.

You always get more in Middletown . . . IF you advertise directly to the families responsible for this plus spending. The Press alone provides this direct approach. No combination of incoming non-local papers comes anywhere near equaling its coverage of this market.

THE MIDDLETOWN PRESS

MIDDLETOWN, CT.

FOR NATIONAL REPRESENTATIVES
The Julius Mathews Special Agency



IT ISN'T DONE WITH MIRRORS

No sir, there is no trick to getting your share of

**STAMFORD'S
\$117,702,000
RETAIL SALES**

You start with a sound proposition and then you tell people about it. And in Stamford you tell more people if you tell them through the columns of the Advocate.

The Advocate reaches 99% of the city homes.

**Stamford Advocate
STAMFORD, CONN.**

Represented by

The Julius Mathews Special Agency

HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for September, 1955)

City	City	City	
Index	Index	Nat'l.	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	September
1939	1954	1954	1955

Hawaii

Honolulu 418.6 106.9 96.1 28.71

Idaho

★ Boise 406.3 113.6 104.2 7.68

Illinois

Bloomington ... 366.7 102.2 93.8 6.23
★ Champaign-
Urbana 422.8 110.9 101.7 9.01
Chicago 348.2 106.3 97.5 451.85
Danville 381.9 105.1 96.4 6.15
★ Decatur 413.5 111.8 102.6 11.37
East St. Louis . 406.1 98.5 90.4 9.22
Moline-Rock Island-
E. Moline 394.4 107.1 98.3 12.66
Peoria 334.6 107.9 99.0 17.50
Rockford 458.2 107.8 98.9 17.23
Springfield 382.4 105.1 96.4 13.42

100% COVERAGE

... metropolitan
DECATUR, ILLINOIS

Population: 108,800

Retail Sales: \$140,338,000

62.1% Coverage

Decatur Official Road McNally

10-County Trading Area

Pop. 284,600—Retail Sales \$308,747,000

49.4% Coverage

Total Herald and Review

15-County Market

Pop. 408,300

Retail Sales: \$434,980,000

Source: SM (1955), ABC (9-30-54)

Write for "The Decatur Story"
See the spectacular expansion of
The Boom City of Illinois

Decatur Herald and Review

A Lindsay-Schaub Newspaper
Member Illinois Color Comic Group
Jann & Kelley, Inc. Nat'l. Reps.

SEPTEMBER 1, 1955

SAN DIEGO IS BIGGER



FARM INCOME

McLean County, Illinois \$56,171,000
Pottawattamie County, Iowa 52,009,000
Whitman County, Washington 49,881,000
Dane County, Wisconsin 48,729,000
Cameron County, Texas 47,303,000
Chester County, Pennsylvania 43,235,000
Suffolk County, New York 42,968,000

SAN DIEGO County, Calif. \$57,535,000

You get more for your advertising dollar with the "saturation" circulation of these two great newspapers . . . complete, authenticated, "asked-for" coverage of the Billion Dollar San Diego Market.

Data Copyrighted 1955 Sales Management, Survey of
Buying Power; further reproduction not licensed.

REPRESENTED NATIONALLY BY

San Diego Union
AND
EVENING TRIBUNE
SAN DIEGO, CALIFORNIA

THE WEST-HOLLIDAY COMPANY, INC.

THE MOST
IMPORTANT CORNER
IN THE U.S.A.

IF IT'S NOT IN THE JOURNAL IT'S NOT SELLING BIDDEFORD-SACO

And Biddeford-Saco families are well worth selling . . . with \$47,050,000 effective buying income — averaging \$5,114 per family . . . \$383 above the state average.

They make good money . . . and spend it freely for necessities, conveniences and luxuries. 68% of income finds its way into local cash registers.

Biddeford-Saco is a solid stable market worth cultivating . . . and easy to sell through the Journal — the only newspaper influencing these families. It's a daily must in 95% of the homes.

THE BIDDEFORD JOURNAL BIDDEFORD, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

PROFILE OF A BOOM WITH A FUTURE

Pittsfield's building permits breaking all records . . . GE, investing over \$20 million in local plant expansion since '49, says local output will double the next ten years . . . Average weekly wage in Pittsfield consistently among the state's highest . . . GE payroll in '54 over \$52 million . . .

Retail sales throughout metropolitan area \$3684 per family—\$113 above U. S. average. Family automotive sales highest of state's metropolitan areas. Staples and big-ticket merchandise selling so fast that Eagle's local lineage—10,374,994 lines—tops all newspapers in the state.

The Eagle—with better than 100% coverage of city, 78% of metropolitan area—keeps pace with . . . really SELLS . . . booming Pittsfield.

BERKSHIRE EVENING EAGLE PITTSFIELD, MASS.

Represented by
The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for September, 1955)

City				
City	City	City	City	City
Index	Index	Index	Index	Index
1955	1955	1955	1955	1955
vs.	vs.	vs.	vs.	vs.
1939	1954	1954	1955	1955
Indiana				
Evansville	426.5	107.6	98.7	16.51
★ Fort Wayne	465.5	114.6	105.1	22.39
★ Gary	489.9	112.4	103.1	18.18
Indianapolis	426.3	107.3	98.4	68.90
★ Lafayette	405.8	109.3	100.3	6.49
Muncie	388.8	108.1	99.2	7.82
South Bend	472.7	105.7	97.0	19.43
Terre Haute	344.4	104.1	95.5	9.95

Iowa

Cedar Rapids	445.9	108.7	99.7	12.66
★ Davenport	398.8	112.1	102.8	11.73
★ Des Moines	404.6	109.2	100.2	28.52
Dubuque	391.4	104.2	95.6	6.58
Sioux City	317.8	97.8	89.7	10.71
Waterloo	380.7	106.2	97.4	9.25

Kansas

★ Hutchinson	431.5	111.7	102.5	6.00
★ Kansas City	471.6	109.2	100.2	14.20
Topeka	440.9	106.3	97.5	11.95
★ Wichita	670.6	110.2	101.1	30.58

Kentucky

Lexington	395.2	106.6	97.8	11.22
Louisville	439.4	108.3	99.4	49.30
Paducah	473.1	96.0	88.1	5.91

Louisiana

★ Baton Rouge	584.1	110.6	101.5	13.90
★ Lake Charles	681.3	122.5	112.4	6.68
★ Monroe				
West Monroe	484.7	112.2	102.9	8.19
New Orleans	437.5	107.9	99.0	58.89
★ Shreveport	479.6	115.4	105.9	19.33

Maine

Bangor	328.8	104.2	95.6	5.72
Lewiston				
Auburn	345.2	108.9	99.9	7.52
Portland	316.1	107.0	98.2	12.42

Maryland

Baltimore	354.5	106.9	98.1	115.42
Cumberland	264.8	107.7	98.8	4.85
★ Hagerstown	396.7	122.0	111.9	5.99

RETAIL SALES FORECAST (S.M. Forecast for September, 1955)

City				
City	City	City	City	City
Index	Index	Index	Index	Index
1955	1955	1955	1955	1955
vs.	vs.	vs.	vs.	vs.
1939	1954	1954	1955	1955

Massachusetts

Boston	272.5	104.3	95.7	114.49
Brockton	292.4	106.7	97.9	7.98
Fall River	312.9	103.4	94.9	10.86
Holyoke	347.6	103.4	94.9	6.53
★ Lawrence	328.0	111.4	102.2	10.07
★ Lowell	386.1	112.2	102.9	10.23
Lynn	296.9	105.3	96.6	10.54
★ New Bedford	338.5	110.2	101.1	11.85
Pittsfield	321.4	105.6	96.9	6.68
★ Salem	366.5	110.4	101.3	6.19
Springfield	315.0	105.8	97.1	22.62
Worcester	314.3	105.3	96.6	24.99

Michigan

★ Battle Creek	447.2	111.0	101.8	9.35
Bay City	385.2	104.3	95.7	7.17
★ Detroit	477.2	117.2	107.5	272.11
★ Flint	507.0	115.4	105.9	31.18
★ Grand Rapids	426.4	110.5	101.4	29.50
★ Jackson	439.2	120.2	110.3	10.54
★ Kalamazoo	410.4	114.3	104.9	12.64

THE

TAUNTON PACKAGE

\$55,640,000
INCOME
\$43,491,000
RETAIL SALES
\$12,912,000
FOOD SALES
\$6,235,000
AUTOMOTIVE SALES
\$1,642,000
DRUG SALES

Only one paper can deliver it—the Gazette . . . so firmly established in local homes that outside newspapers are a negligible factor in this market . . . have no selling impact.

Taunton Gazette TAUNTON, MASS.

Established 1884

Represented by
The Julius Mathews Special Agency, Inc.

SALES MANAGEMENT

RETAIL SALES FORECAST
(S.M. Forecast for September, 1955)

	City		Nat'l.	
	Index	Index	Index	\$
	1955	1955	1955	(Million)
	vs.	vs.	vs.	September
	1939	1954	1954	1955

Michigan (cont.)

Lansing	431.8	104.1	95.5	17.23
★ Muskegon	435.3	109.5	100.5	8.75
★ Pontiac	554.0	111.9	102.7	14.74
★ Port Huron	407.1	110.4	101.3	6.39
★ Royal Oak- Ferndale	744.5	115.5	106.0	13.85
★ Saginaw	447.6	111.8	102.6	13.78

Minnesota

Duluth	300.4	102.1	93.7	12.37
Minneapolis	332.1	106.2	97.4	76.64
St. Paul	309.0	106.2	97.4	44.40

Mississippi

★ Jackson	531.9	112.3	103.0	11.92
★ Meridian	411.6	111.3	102.1	4.36

Missouri

Joplin	349.3	103.9	95.3	5.31
Kansas City	433.5	108.0	99.1	83.57
St. Joseph	311.1	101.8	93.4	7.72
St. Louis	339.1	105.1	96.4	102.81
★ Springfield	426.2	111.7	102.5	9.72

Montana

Billings	418.0	105.0	96.3	6.65
★ Butte	237.1	109.4	100.4	5.10
Great Falls	355.8	103.0	94.5	6.19

Nebraska

★ Lincoln	414.0	113.4	104.0	13.87
Omaha	356.5	101.5	93.1	32.23

Nevada

★ Reno	438.7	110.1	101.0	8.60
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New Hampshire

Manchester	318.2	105.7	97.0	9.20
Nashua	319.6	107.7	98.8	3.96

New Jersey

Atlantic City ..	333.6	103.1	94.6	12.74
★ Camden	420.3	113.7	104.3	17.74
★ Elizabeth	376.4	113.7	104.3	14.53
★ Jersey City- Hoboken	315.1	110.2	101.1	31.29
Newark	297.8	102.6	94.1	63.61
Passaic-Clifton ..	399.7	104.7	96.1	15.55
★ Paterson	385.2	113.7	104.3	22.73
Trenton	363.8	108.6	99.6	20.37

New Mexico

Albuquerque ..	789.7	107.3	98.4	15.79
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When They Want Results Fast . . . It's

PORTLAND, MAINE

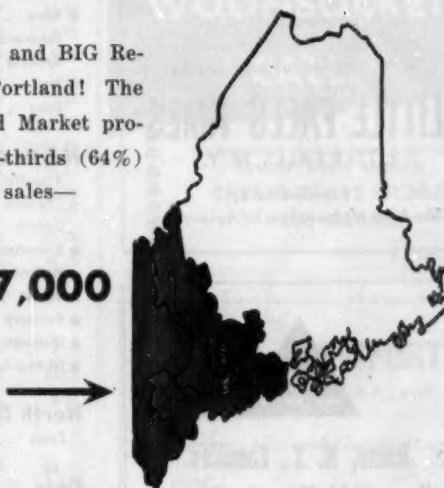
**The MOST USED Test Market
in the Nation**

in the 75 - 100,000 Population Group

**6th among All Test Markets
Regardless of Size**

Fast results . . . and BIG Results — that's Portland! The 9-county Portland Market produces nearly two-thirds (64%) of Maine's retail sales—

\$580,197,000



That's spending . . . 73% of the market's total income . . . at an average of \$3,553 per family. And it's influenced heavily by the PORTLAND NEWS-PAPERS—94% coverage of city and trading area, 52% of the nine counties.

PORTLAND, MAINE NEWSPAPERS

PRESS HERALD

EVENING EXPRESS

SUNDAY TELEGRAM

78,668 Daily

93,222 Sunday

Represented by The Julius Mathews Special Agency, Inc.

Your Sales Opportunity 70% GREATER

Food sales in Little Falls are 70% above average volume. Which means that the opportunity to sell more of your brand is 70% greater than in the average market.

Best insurance for this purpose is to talk directly to the families making these record food purchases . . . keep your brand name before their eyes—through their local newspaper, the Little Falls Times.

To build brand loyalty, make sure of the newspaper loyalty of the families you hope to sell.

LITTLE FALLS TIMES

LITTLE FALLS, N. Y.

Represented by
The Julius Mathews Special Agency, Inc.



Rome, N. Y., Families Have 11% More to Spend

With a family income of \$5,776 compared to Utica's \$5,184, Rome offers you an 11% better selling opportunity.

Family retail sales averaged \$4,189—\$319 above the county—\$248 above the state and \$618 above the national average.

When you plan to advertise in Oneida County just be sure you select the market where the families have the most to spend.

The only newspaper that provides complete coverage of this great family market is the . . .

ROME DAILY SENTINEL

Rome, N. Y.

Over 17,000 circulation—

All advertising handled direct—
W. S. DeHimer, Adv. Dir.

HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for September, 1955)

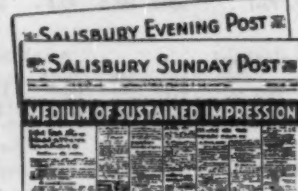
City	City		Nat'l.	\$
	Index	Index	Index	
	1955	1955	1955	(Million)
	vs.	vs.	vs.	September
	1939	1954	1954	1955
New York				
Albany	326.5	102.8	94.3	21.19
Binghamton	337.5	105.3	97.1	12.27
Buffalo	361.9	108.0	99.1	77.60
Elmira	349.8	100.7	92.4	8.05
★ Hempstead				
Township	642.0	120.4	110.5	65.10
★ Jamestown	387.4	111.4	102.2	6.97
New York	309.6	101.2	92.8	846.97
Niagara Falls	379.1	106.5	97.7	11.52
★ Poughkeepsie	353.5	109.9	100.8	8.48
Rochester	318.5	106.6	97.8	46.37
★ Rome	441.3	109.0	100.0	4.55
Schenectady	355.8	101.8	93.4	13.66
Syracuse	341.8	103.0	94.5	31.03
★ Troy	352.1	109.5	100.5	10.28
Utica	341.4	106.2	97.4	13.21
North Carolina				
Asheville	385.8	106.3	97.5	8.53
★ Charlotte	509.5	113.9	104.5	20.79
Durham	393.4	97.2	89.2	8.38
★ Greensboro	749.0	122.7	112.6	17.90
★ Highpoint	451.5	118.0	108.3	5.19
★ Raleigh	473.3	110.7	101.6	10.32
★ Salisbury	348.9	109.1	100.1	3.35
★ Wilmington	465.5	111.5	102.3	5.86
★ Winston-Salem	446.6	113.7	104.3	11.17
North Dakota				
Fargo	367.4	104.2	95.6	6.43
Ohio				
★ Akron	405.0	111.5	102.3	37.62
★ Canton	378.0	110.5	101.4	16.97
Cincinnati	355.4	105.4	96.7	70.15
Cleveland	367.1	106.5	97.7	132.21
Columbus	369.4	101.8	93.4	50.39
Dayton	443.6	108.7	99.7	40.46
★ Elyria	549.2	119.1	109.3	5.93
Hamilton	501.1	104.5	95.9	8.82
Lima	413.7	106.2	97.4	7.90
★ Lorain	541.6	117.5	107.8	7.91
★ Mansfield	431.8	113.5	104.1	7.95
★ Middletown	484.0	111.3	102.1	6.24
Portsmouth	400.6	102.5	94.0	6.53
Springfield	370.1	104.9	96.2	9.73
★ Steubenville	324.7	121.0	111.0	6.46
★ Toledo	404.0	112.1	102.8	45.54
★ Warren	488.9	116.0	106.4	9.09
★ Youngstown	358.1	111.8	102.6	24.50
Zanesville	309.5	105.9	97.2	5.20
Oklahoma				
★ Bartlesville	456.4	111.7	102.5	3.19
Muskogee	311.5	102.9	94.4	3.46
★ Oklahoma City	450.8	110.2	101.1	35.43
★ Tulsa	551.6	110.7	101.6	32.05

Percentagewise SALISBURY is one of America's outstanding markets

Test after test by major companies prove Salisbury to be one of the most responsive markets, percentagewise, in the U.S. Because of POST influence, built up over 50 years, and a high-earning, free-spending population, you can expect a remarkably satisfactory ratio of sales to advertising expenditure in this wonder market of North Carolina.

17,000 circulation. Only paper in the market.

Food preference survey now ready. Write for your copy.



Salisbury, North Carolina

In the
Altoona MIRROR
any day or every day
you can buy ROP Full

COLOR

The positive advantage of using color to make your sales message more effective is apparent to any advertiser experienced in newspaper advertising. Color can transform an otherwise "ordinary" advertisement into an inviting, vibrant presentation of your product. Color not only enhances the general layout of your advertisement—it can bring to it a new quality . . . that vital intangible required to stop and hold your prospect's attention! You sell faster with color! Color is available in the ALTOONA MIRROR any or all six days of the week! Use the combination you want.

1-2-3 COLORS!

Altoona Mirror.

ALTOONA, PENNSYLVANIA
"Nothing Counts But Results"
RICHARD E. BEELER, Advertising Manager



Only the
Globe-Times
covers
Bethlehem...

...key city of
Pennsylvania's
3rd largest
market!

**The
Bethlehem
Globe-Times**

De Lissar, Inc., national representatives
Roland L. Adams, President

**The Norristown, Pa.
Market is
BIG and RICH!**

Advertisers — remember these
important market facts:

POPULATION ... 147,000*
FAMILIES 39,000
\$283,750,000
EFFECTIVE BUYING INCOME
\$1930 Per Capita Income
\$7276 Per Family Income
\$173,581,000
TOTAL RETAIL SALES
FOOD SALES \$45,155,000
GEN. MDSE. 21,747,000
FUR.-HSLD. 10,418,000
AUTOMOTIVE 24,859,000

*Special study of City and Retail Trading Zone by Sales Management June 10, 1955.

Norristown Times Herald covers 59% of City and Retail Trading Zone ... 98% of City Zone!

Times Herald
NORRISTOWN, Pa.

Represented by
The Julius Mathews Special Agency

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for September, 1955)

City	City	City	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	September
1939	1954	1954	1955

Oregon

★ Eugene	640.7	117.1	107.4	9.93
★ Portland	422.7	112.4	103.1	66.48
Salem	455.5	102.0	93.6	7.93

Pennsylvania

★ Allentown	370.2	111.1	101.9	15.40
Altoona	291.6	105.0	96.3	7.99
Bethlehem	384.4	105.6	96.9	7.15
Chester	425.7	106.2	97.4	9.58
★ Erie	454.8	109.1	100.1	18.83
Harrisburg	361.6	104.1	95.5	15.58
Hazleton	287.7	103.4	94.9	4.23
★ Johnstown	315.6	109.7	100.6	9.72
Lancaster	313.8	105.3	96.6	9.60
Norristown	376.5	106.2	97.4	5.46
Oil City	297.2	103.2	94.7	2.47
Philadelphia	376.1	102.6	94.1	226.84
★ Pittsburgh	365.6	114.5	105.0	105.65
★ Reading	359.9	113.9	104.5	16.88
Scranton	270.7	104.2	95.6	13.05
Wilkes-Barre	302.6	104.1	95.5	10.74
Williamsport	346.9	102.2	93.8	6.24
York	331.0	99.7	91.5	8.47

Rhode Island

★ Newport	368.3	115.4	105.9	4.24
★ Providence	305.7	112.1	102.8	34.52
Woonsocket	322.7	108.0	99.1	5.32

South Carolina

★ Charleston	418.9	110.5	101.4	10.43
Columbia	492.5	107.6	98.7	13.99
★ Greenville	510.7	115.2	105.7	11.44
Spartanburg	475.1	103.2	94.7	7.55

South Dakota

Aberdeen	454.0	103.0	94.5	3.68
Sioux Falls	404.4	105.6	96.9	8.05

Tennessee

★ Chattanooga	455.6	109.0	100.0	21.82
★ Knoxville	449.6	110.5	101.4	20.28
Memphis	441.3	105.0	96.3	51.23
★ Nashville	439.4	109.8	100.7	30.27

Texas

★ Abilene	696.1	117.6	107.9	8.63
★ Amarillo	644.7	117.7	108.0	14.57
★ Austin	509.0	112.5	103.2	17.46
Beaumont	504.2	103.4	94.9	13.06
Corpus Christi	660.0	106.8	98.0	18.02
★ Dallas	546.2	111.7	102.5	80.89
★ El Paso	617.6	116.3	106.7	20.69
★ Fort Worth	649.6	111.2	102.0	51.77
Galveston	442.2	105.1	96.4	9.37
Houston	545.2	108.0	99.1	90.61
Laredo	566.0	108.7	99.7	4.64

Isolation - Worth Millions!

SPECIFICALLY—over \$17 million in food sales, nearly \$2½ million for drugs, over \$59 million total retail. Make this market yours! Blanket 98% of this big-buying city zone through Woonsocket's one-and-only local daily, the—

**WOONSOCKET
CALL**

Representatives: Gilman, Nicoll & Ruthman
Affiliated: WWON, WWON-FM

**COVERS RHODE ISLAND'S
PLUS MARKET**

**NEWPORT
RHODE ISLAND**

- Newport City and County family incomes top all incomes in state.
- \$109,681,000 Income.
- \$60,48,000 Retail Sales.
- Two big plusses in large U. S. Naval Base and famed vacation resort.

The Newport Daily News

Newport County's Only Daily

Largest Circulation
in Southern Rhode Island

The Julius Mathews Special Agency, Inc.

KEEP YOUR NAME IN YOUR CUSTOMERS' HANDS

PROMOTIONAL PENS

Reg. Pen Ball

Finest quality Ball Point Pens—Smearproof Ink—Banker Approved—Interchangeable Cartridges. Imprinted with your name or trade-mark.

Also available in all chrome, all gold and in the new enameled pen and pencil sets, individually gift boxed. Write today for samples and illustrations.

DOVAL SALES COMPANY
Dept. SM, 158 W. 23rd Street, New York 11, N. Y.

Slim Jim

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for September, 1955)

City				
City	City	Nat'l.		
Index	Index	Index	\$	
1955	1955	1955	(Million)	
vs.	vs.	vs.	September	
1939	1954	1954	1955	

Texas (cont.)

★ Lubbock	920.8	128.2	117.6	16.67
★ Port Arthur	465.4	115.2	105.7	8.24
★ San Angelo	489.9	111.0	101.8	6.52
★ San Antonio	570.0	113.7	104.3	50.28
★ Texarkana	492.1	102.1	93.7	6.54
★ Tyler	485.0	116.7	107.1	6.84
★ Waco	602.4	108.6	99.6	12.77
★ Wichita Falls	482.6	110.1	101.0	9.70

Utah

★ Ogden	476.4	101.6	93.2	7.96
★ Salt Lake City	425.8	116.6	107.0	27.63

Vermont

★ Burlington	352.7	102.5	94.0	5.11
★ Rutland	284.0	100.4	92.1	2.81

Virginia

★ Danville	527.6	113.0	103.7	7.18
★ Lynchburg	373.0	108.8	99.8	6.79
★ Newport News	603.8	116.3	106.7	9.78
★ Norfolk	533.6	111.5	102.3	29.08

WEST COAST DISTRICT REPRESENTATIVE

Recognized Eastern manufacturer of couplings needs qualified, energetic District Man to cover entire West Coast. Capable of working with present manufacturer's Agents and Industrial Distributors. Mechanical Background essential. Knowledge of Industrial Accounts helpful. Salary open. Write fully about your background; enclose photo if possible. All replies will be held in strictest confidence.

BOX 3148

SALES MANAGER

Industrial Electrical Equipment. Nationally known design and manufacturing company has opening in the Southwest for a trained electrical engineer with sales experience. Excellent administrative opportunity for qualified person. Should be 33 to 43 years of age; have an electrical engineering degree; and a minimum of seven years full-time professional experience, including 5 years in responsible sales work. Must be familiar with agency distribution channels and qualified to direct an aggressive sales program. Reply Box 3146 giving personal data, education, experience and availability.

RETAIL SALES FORECAST (S.M. Forecast for September, 1955)

City				
City	City	Nat'l.		
Index	Index	Index	\$	
1955	1955	1955	(Million)	
vs.	vs.	vs.	September	
1939	1954	1954	1955	

Virginia (cont.)

★ Portsmouth	583.8	110.5	101.4	8.23
★ Richmond	389.0	109.1	100.1	36.10
★ Roanoke	444.4	111.0	101.8	13.78

Washington

★ Bellingham	401.3	97.1	89.1	5.42
★ Everett	454.2	109.4	100.4	7.18
★ Seattle	404.5	108.6	99.6	72.25
★ Spokane	422.2	111.4	102.2	23.73
★ Tacoma	420.1	112.1	102.8	19.83
★ Yakima	444.3	111.8	102.6	8.66

West Virginia

★ Charleston	376.5	100.5	92.2	14.12
★ Huntington	382.5	104.1	95.5	10.21
★ Wheeling	308.1	106.6	97.8	8.41

Wisconsin

★ Appleton	405.8	109.0	100.0	5.56
★ Green Bay	343.1	104.5	95.9	7.75
★ Kenosha	463.8	113.1	103.8	7.84
★ La Crosse	397.5	108.3	99.4	6.88
★ Madison	438.7	107.9	99.0	13.29
★ Milwaukee	355.4	106.2	97.4	87.75
★ Oshkosh	367.6	102.8	94.3	5.81
★ Racine	435.3	110.5	101.4	10.01
★ Sheboygan	351.4	101.9	93.5	5.48
★ Superior	281.2	103.0	94.5	3.54

Wyoming

★ Casper	509.1	99.4	91.2	5.04
★ Cheyenne	450.1	109.5	100.5	5.31

RETAIL SALES FORECAST (S.M. Forecast for September, 1955)

City				
City	City	Nat'l.		
Index	Index	Index	\$	
1955	1955	1955	(Million)	
vs.	vs.	vs.	September	
1941	1954	1954	1955	

Canada

364.1	106.0	100.0	1063.50
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Alberta

★ Calgary	350.0	100.2	94.5	15.40
★ Edmonton	499.6	109.4	103.2	20.28

British Columbia

★ Vancouver	394.4	108.0	101.9	48.55
★ Victoria	302.0	109.7	103.5	9.42

Manitoba

★ Winnipeg	265.7	107.5	101.4	30.80
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New Brunswick

★ Saint John	248.5	99.2	93.6	5.22
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Nova Scotia

★ Halifax	225.8	106.3	100.3	9.80
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Ontario

★ Hamilton	280.8	102.8	97.0	20.69
★ London	355.4	96.7	91.2	12.05
★ Ottawa	310.4	110.0	103.8	21.45
★ Toronto	309.3	105.7	99.7	104.88
★ Windsor	269.2	106.5	100.5	12.25

Quebec

★ Montreal	315.0	104.9	99.0	105.36
★ Quebec	306.2	102.9	97.1	16.41

Saskatchewan

★ Regina	322.4	100.5	94.8	10.38
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SALES MANAGER

American Manufacturer whose sales are in the multi-million dollar bracket is looking for a live-wire to head its sales organization. Our plant and main office, located in South Eastern Massachusetts, is expanding its scope of operations and offers an exceptional opportunity to a man of proven ability. The person selected will be between 30 and 45 with a broad sales background. When applying give detailed information regarding age, education, experience and salary expected.

WRITE BOX 3147 SALES MANAGEMENT

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Practical Builder 55	Agency: Hal Stebbins, Inc.
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HANSEN STORAGE CO.
124 N. JEFFERSON ST.
MILWAUKEE, WIS.
WISCONSIN'S
LARGEST AND
MOST MODERN
AFFILIATE — HANSEN STORAGE OF MADISON INC.

GENERAL SALES MANAGER

Fifteen years successful background electrical manufacturing field selling electric utilities. Experience gained through positions of field sales representative, district sales manager, product sales manager, and general sales manager. Strong on organization and promotion. Thoroughly qualified to manage national sales, direct or through agent and distributors. Other fields will be considered. B.S. degree Electrical Engineering. Age 39. State full details first letter. Box 3149.

THE SCRATCH PAD

By T. Harry Thompson



Memo to all of us who write commercials, courtesy of Schopenhauer: "A word too much always defeats its purpose."

Ford had a "Summer Bandwagon Sell-a-bration." Hear, hear!

Question for a seller of Swiss cheese: "How imported can it be?"

Suggested name for a well-known combo of liquid cleaner and wax paste: "The Simoniz Twins."

A card on the door of a Mt. Airy, Pa., drugstore tells me a "Registered Pharmisist" is in attendance.

Beau Beals, head of Beauveau Borie Beals, Philadelphia agency, asks me if I've seen a truck around town with this lettering on the back. Left: "For fast drivers." Right: "For half-fast drivers."

A diplomat has been defined as a fellow who can put in his oar without rocking the boat. And a cynic

defines a fan as a device for redistributing the warm air.

SNOB: One who thinks that, if it isn't *vintage* champagne, it's for christening battleships.

When I thought of it at all, "Sortilege" seemed an odd name for the perfume Sherman Billingsley has long given gals who visit his Stork Club. Then I stumbled on the word in the dictionary. Means "sorcery."

C. E. (Tex) Rickerd, v-p and general manager of Ewell & Thurber Associates, advertising, tells me that Ideal Dog Food, a client's product which has been breaking all sales-records, *does* say: "Does not contain chlorophyllin." (I had said here that some such statement would be a "cute twist.")

Overheard in a public dining-room: First dame: "Carrots are good for the eyes." Second dame: "So are dark glasses."

Writes National Flexible Packaging's general manager, John Cowan: "Your article on 'firing' reminds me of an early experience with a highly successful and respected company which expected the utmost loyalty from its rather browbeaten employees in the great depression period. An employee was summarily dismissed. The next bulletin to the staff bore this cryptic message: 'Mr. Blank is discontinued.'"

Omaha's Don McMahon says a fellow out in the "Beef State" (Nebraska's 1956 license-plate slogan) found this in the morning mail: "I bought a Palomino through your paper, but had some trouble getting him shod. Finally figured it out, but the hoss was tied to be fit."

"Many a man owes his success to his first wife, and his second wife to his success" . . . "To enjoy long life, breathe through your nose and keep your mouth shut."—*Pause.*

We never print puns, but Good-year does: "New kind of ice-flow." The reference was to a conveyor-belt for cakes of ice weighing 300 pounds.

Copywriters-At-Work Dep't: Brochure for a new apartment-house in Germantown, Pa., said: "Ample parking facilities." I checked with the salesman and he said that meant "parking in the street." Har-har-har-de-har-har!

Must Prices Be "Top Secret"?

One day last spring, the family and I were cruising through Margate City, some five miles downbeach from Atlantic City. In the beach-block, I spotted a sample house whose porch commanded a clear view of the ocean. "Air-conditioned by Nature," I thought. A salesman sat on a chair just inside the front door.

Recalling that beach-block property is choice, and that taxes are \$13.87 per hundred of assessed valuation, I asked the salesman: "How much?" It was an unfortunate gambit, for he countered: "Are you interested in buying a house . . . or price?" I bristled, but held my fire.

The man turned out to be the builder and owner, and, after showing us through the house, he did break down and tell us the price. But that sour note at the beginning dampened the deal and we never went back. (In fairness, it was beyond our budget anyhow.)

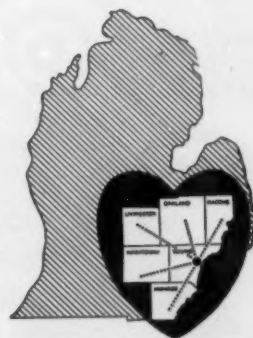
Why this hush-hush attitude on price? Sooner or later, the prospect for a home, an air conditioner, a car, or a hand-painted *pot du chambre* must be told the price.

During the sellers' market of World War II, magazine advertisements in the main never bothered to print prices. Business was good, goods were in short supply, and you could take it or leave it. I prefer to believe that the sales-psychology was to get your attention and interest first, and then slip you the price *in person*.

Habits are insidious, so the practice has continued. Even today, when supply has caught up with demand, copywriters still like to tell you everything but the actual price. "Prices are amazingly low," they will say. Or "Priced much lower than you'd expect."

Another disarming little device is that phrase, "and up," usually in fine print. Signs at filling-stations, too, have been cute about prices. In type you can see two blocks away, they say "29c per gal." When you get on top of one of them, though, a tiny decimal-point-nine is seen down in one corner. The gas, then, is more nearly 30c a gallon than 29c. Ho, hum! Guess I'll have to learn to live with it.

—its an old custom
with Detroit Times readers
to have their Detroit Times
delivered
DIRECT TO THEIR HOMES
by regular home delivery
carrier boys—
—for 17 years we've been talking
about our wonderful home delivery
setup—8 out of 10
HOME
DELIVERED in
the **HEART** of the
Michigan Market—



**IN THE HEART OF
THE MICHIGAN MARKET**
(Detroit Retail Trading Area)

**Detroit Times Readers Spend
TWO BILLION DOLLARS
ANNUALLY In Retail
Purchases.**

REPRESENTED NATIONALLY BY THE HEARST ADVERTISING SERVICE

Why do Chicago Catholics eat more catsup in March?



Once there was a man and he was all befuddled. He couldn't figure out why catsup sales in Chicago were way down in November and way up in March. The reason why he cared was because he made and sold catsup; and you'd care, too, if you did.

Well, being a very sensible type, he immediately set out to find the answer. So he racked his brain and dialed his phone and asked his friend Joe to come over.

"Why... etc., etc., etc.?" asked he.



Now it just so happened that Joe was a joe who worked for the Chicago Tribune—sold advertising space, that is. Joe

knew his markets (from shelter to super), but catsup presented some red-hot new problems. So he asked the Tribune's fact and figure fanciers (formally known as Manager of Research and Presentations, and Manager of Sales Development).



And he came back with their answers.

Almost everybody in Chicago uses catsup, but research proved that the 2,568,000 Catholics in metropolitan Chicago are by far the biggest catsup-consuming group. Therefore the Tribune catsup calculators concluded that catsup sales go down in November because that's when so much turkey is eaten (much of it without catsup). And sales go up in March because that's the Lenten season when Catholics eat so much fish and sea food. And, as most people agree, almost everything that swims tastes better swimming in catsup.



These few ungarnished facts helped solve the catsup man's quandary. And this story suggests how you might use the Chicago Tribune's research to answer any questions you may have on the Chicago market.

Nobody knows Chicago like the Tribune.

The Tribune has spent several million dollars to determine facts that vitally affect your sales in Chicago: what kind of people live here, what they do, how much they earn, where they shop, what they buy and why. All of this valuable market information is yours for the asking to help you plan your Chicago sales and advertising strategy.



Nothing sells the Chicago market like the Tribune.

Residents of Chicago and the adjacent 206-county Chicagoland territory represent a market valued at \$17 billion. And the best way to sell this market is through the advertising pages of the Chicago Tribune. Does advertising in the Tribune pay? Just ask Frigidaire, Oscar Mayer, Procter & Gamble, or Delta C&S Airlines.

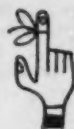


People may praise the Tribune, fuss about it or blast it—but reading the Tribune in Chicago is just like speaking French in Paris. Almost everybody does it. Everybody feels its impact. Practically

3 out of 4 families in Chicago and its suburbs are Tribune readers—almost half of the households in 840 midwest towns read it. (And only 12% of metropolitan Chicago gets the largest national magazine—and less than 1 out of 10 tunes in on an average evening TV program.)

So if you want to know something about Chicago, call in a joe from the Chicago Tribune and put him to work finding out.

P. S. Always remember...



If you want to SELL Chicago

TELL Chicago in the

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

